

## **ASTON UNIVERSITY**

### **THE SENATE**

Minutes of the 339<sup>th</sup> meeting of the Senate, held on Wednesday, 31<sup>st</sup> May 2017

PRESENT:	Professor Alec Cameron (Chair)	
	Dr Jane Andrews	Professor Sahar Al-Malaika
	Professor Asif Ahmed	Rabia Ahmed
	Alan Charters	Dr Leon Davies
	Dr Philip Davies	Professor George Feiger
	Dr Doina Gherghel	Ahmed Hassan
	Professor Helen Higson	Roger Howell
	Mohamed Ibrahim	Dr Anne Jenichen
	Dr Sarah Junaid	Dr Fiona Lacey
	Alison Levey	Dr Carol Marley
	Professor Paul Maropoulos	Safaa Nait-Charif
	Dr Shehzad Naroo	Professor Helen Pattison
	Professor Gertrud Reershemius	Professor Corinne Spickett
	Professor Edward Sweeney	Dr Eirini Theodosiou
	Jenny Thompson	Dr Paul Topham
	Professor Jonathan Tritter	Dr Keqing Wang
Professor James Wolffsohn	Dr Sylvia Wong	
APOLOGIES:	Dr Shakil Ahmad	Professor Frank Austermühl
	Dr Michael Butler	Karen Caine
	Dr Frank Eperjesi	Professor Simon Green
	Professor Chris Hewitt	Professor Christos Ioannidis
	Professor Julia Kotlarsky	Professor Chris Langley
	Dr Ryan Murphy	Professor Ian Nabney
	Neil Scott	Professor Ute Stephan
Viktoriya Stoykova	Dr Uwe Wunderlich	
IN ATTENDANCE:	Alison Birch (for M16/254)	Sarah Davies (for M16/254)
	David Farrow	Max Mcloughlin (for M16/256)
	Sally Puzey (for M16/255)	John Walter

### **FOR REPORT AND APPROVAL**

#### **Welcome**

16/220 RESOLVED:

To welcome Rabia Ahmed and Dr Shehzad Naroo to Senate membership following their election as representatives of the non-professorial teaching and research staff in LHS.

#### **Constitutional Matters**

16/221 RECEIVED:

Paper SEN-16-0330-A containing a report on constitutional matters

## **Senate Membership 2016/17**

16/222 NOTED:

The current membership list including the two new members from LHS. There was a vacancy for a professorial representative from EAS which would be filled before the next meeting. Two new senior colleagues would be joining the Senate in September: Professor Sarah Hainsworth, as Pro-Vice-Chancellor and Executive Dean for the School of Engineering and Applied Science and Saskia Loer Hansen as Pro-Vice-Chancellor, International. The Senate membership currently comprised 41% women and 24% members from BAME backgrounds.

## **Disciplinary Board 2017/18**

16/223 RESOLVED:

To approve the appointment of Professor Frank Eperjesi as Chair and Dr Trevor Oliver as Alternative Chair of the Disciplinary Board for 2017/8.

## **Minutes**

16/224 RESOLVED:

To approve the minutes of the 338th meeting of the Senate, held on Wednesday, 8<sup>th</sup> March 2017.

## **Matters Arising**

16/225 RECEIVED:

Paper SEN-16-0331-A, a summary of actions taken in response to matters arising from the previous meeting and oral reports on the following items:

### **Review of the Composition, Size and Powers of Council (M16/176)**

16/226 NOTED:

That Council (29.3.17) had approved on recommendation from the Senate changes to the Statutes relating to the composition, size and powers of the Council. These changes were subsequently approved by the Privy Council and would be phased into effect from 1<sup>st</sup> August 2017 according to a timescale to be agreed by the Nominations Committee.

### **Examination Timetabling (M16/181)**

16/227 RECEIVED:

A report from the Provost that the Executive Learning and Teaching Committee (ELTC) had received a report from the Task and Finish Group on Spring Examination Timetabling (a copy of which was included with the Senate papers). In Spring 2017, the number of undergraduate examinations to be timetabled exceeded what was possible within the allotted time which meant that the examination period had to be extended into the first week of teaching. The Task and Finish Group was set up to investigate what had occurred and to propose solutions for future years. The recommendations contained in the paper were:

- that CLIPP continue to work with Schools to evaluate assessment methods.

- that the two/three examination slot days be implemented for Spring 2018 to restrict the examination period to a maximum of 2 weeks, although individual students would not be required to sit more than one examination per day.
- that the suitability of further flat-floored rooms be considered for examinations such as the Main Building Conference Aston Suite.
- ELTC supported these measures, noting that they had been drawn up with the involvement of the Students' Union and that if the number of examinations increased further this would need to be reviewed again.

### **Sharing of Good Practice Identified in Annual Monitoring and Review (M16/182)**

16/228 RECEIVED:

The Provost reported that paper AU-LTC-16-0276-A from CLIPP outlining plans for a more systematic approach to the sharing of good practice across the institution, had been approved by the Learning and Teaching Committee (5.5.17). This would include a sharing conference in October 2017, the CLIPP Teaching and Learning Community pages developed as a searchable database of good practice, and monthly meetings between the Dean of CLIPP and the Associate Deans Learning and Teaching, Academic Director for Technology-Enhanced Learning, and Director of Quality Assurance and Enhancement.

### **Three Paper Format for PhD Theses (M16/194)**

16/229 RECEIVED:

A report that the Graduate School Management Committee (GSMC) had considered the inclusion of "normally" at appropriate points within the requirements for papers to be included in a PhD thesis to provide some flexibility whilst maintaining the quality threshold. GSMC concluded, however, that the inclusion of 'normally' could potentially lead to confusion about the requirements for the Three Paper Thesis format and that the papers originally forwarded to the Senate for approval (REG/18/08(1) and AUGSMC-16-0016-A) should remain unchanged.

### **Council**

16/230 RECEIVED:

The minutes of the Council meetings of 29<sup>th</sup> March and 3<sup>rd</sup> May 2017.

### **International Strategy Committee**

16/231 RECEIVED:

The minutes of the International Strategy Committee meeting of 18<sup>th</sup> May 2017.

### **Learning and Teaching Committee**

16/232 RECEIVED:

The minutes of the Learning and Teaching Committee (LTC) meeting of 9<sup>th</sup> May 2017, together with a report from LTC and its sub-committees to the Senate in paper SEN-16-0332-A.

## **Proposed amendment to the Ordinance 5.5: The Award of Degrees, Diplomas, and Certificates**

16/233 RECEIVED:

A report that LTC had recommended changes to Ordinance 5.5 to enable students who receive their awards between degree ceremonies to receive their award certificates at an earlier date and thereby reduce the risk that they be disadvantaged in securing employment; as many employers require sight of an award certificate before confirming an appointment. The proposals (as set out in AU-LTC-16-0286-A) would make degree ceremonies a celebration rather than being the point at which the degree was conferred and the certificate awarded as was the current practice. The Executive had agreed that conferment of awards should be decoupled from degree ceremonies.

16/234 RECOMMENDED TO COUNCIL:

That Ordinance 5.5 be revised to enable students who receive their awards between Graduation Ceremonies to receive their award certificates at an earlier date (as set out in AU-LTC-16-0286-A).

## **New Programmes, Modifications and Withdrawals**

16/235 RECEIVED:

A list of the new programmes, modifications and withdrawal of programmes approved by the Learning and Teaching Committee under delegated authority from the Senate. The LTC had agreed that in view of the need to ensure compliance with the CMA and consumer law, the University should move to a position whereby the key areas of the curriculum were fixed for October entrants in the preceding September ie September 2017 for the October 2018 intake.

## **Research Committee**

16/236 RECEIVED:

The minutes of the Research Committee (RC) meeting of 25<sup>th</sup> April 2017, together with a report from RC and its sub-committees to the Senate in paper SEN-16-0333-A.

## **Action taken under Delegation of Authority by the Research Committee and its Sub-Committees**

16/237 RECEIVED:

A report that the Graduate School Management Committee had approved

- Monitoring and Review Procedures and Periodic review and revaluation procedures (RC Minute 17/33 B2)
- Each School's Monitoring and Review of Research Degree Programmes 2016/7: Annual Reports on 2015/16. (RC Minute 17/38)
- A new research area in Literary Linguistics (RC Minute 17/38)
- Proposed changes to Regulations in respect of research degree programmes (RC Minute 17/38)

## **Impact Strategy**

16/238 RECEIVED:

A report that the Research Committee had approved a University Impact Strategy which articulated the guiding principles on how Aston would approach impact over the long term. Some minor amendments were being made to the document after which it would be circulated to Senate members for information. A REF 2020 Strategy was being developed which would contain metrics, KPIs and timescales for delivery of the Impact Strategy.

***ACTION: Professor Maropoulos to circulate the Impact Strategy to Senate members***

## **Doctoral Training Centre Opportunities**

16/239 RECEIVED:

A report that the Government was providing funding to Research Councils for additional studentships but this was being channelled via existing Doctoral Training Centres (DTC). The Research Councils' policy on research concentration was likely to continue and Aston would, therefore, need to maximise the benefits from being part of Midlands Innovation (MI), by seeking to be included in the expansion/resubmission of existing DTCs or in new DTCs of MI. Research and Knowledge Exchange was to undertake a review of the DTC landscape and provide information to assist Schools in deciding which DTC's to approach.

## **Schedule of Research Grants and Contracts**

16/240 RECOMMENDED TO COUNCIL:

That paper SEN-16-0334-A, being the Schedule of Research Grants and Contracts, be approved and that the following members of staff be congratulated on attracting substantial awards:

<b>Applicant(s)</b>	<b>Sponsor(s)</b>	<b>Amount</b>
Prof T Bridgwater	European Commission	758,123
Prof D Webb, Dr E Sweeney	ESIF / ERDF	513,250
Prof R Bill, Prof A Lee, Prof K Wilson	BBSRC	404,788
Prof S Turitsyn	European Commission	168,148
Dr A Fratini, P Warrington, Prof J Wolffsohn	KTP / Sarissa Biomedical Ltd	167,027
Dr I Melian Cabrera	European Commission	157,836
Prof M Sumetsky	US Army Research Lab	151,734
Dr J Yang	EPSRC	146,757
Prof W Cao	European Commission	134,046
Dr C Buckingham	European Institute of Innovation & Technology	104,753
Dr P Davies	British Council	100,000

## **Schedule of Appointment of Academic and Academic-Related Staff**

16/241 RECEIVED

The Schedule of Appointment of Academic and Academic-Related Staff in Paper SEN/16/0335-A.

### **Report from Report of the Director of Library and IT Services**

16/242 The Senate received a report from the Director of Library and IT Services in Paper SEN/16/0336-A.

### **Report on Action taken on behalf of Senate by the Chair and Vice-Chair**

16/243 RESOLVED:

To ratify the action taken on behalf of Senate by the Provost as set out in Paper SEN-16-0337-A.

### **Appointment of External Examiners**

16/244 RESOLVED:

To ratify the action taken by the Provost and Deputy Vice-Chancellor on behalf of Senate in approving the External Examiner appointments for 2016/17 as set out in paper AU-SEN-16-0338-A.

### **Report on Student Disciplinary and Fitness to Practise Matters**

16/245 RESOLVED:

To approve a Report on Student Disciplinary and Fitness to Practise Matters in Paper SEN-16-0339-A.

## **UNIVERSITY STRATEGY**

### **Vice-Chancellor and Chief Executive's Report**

16/246 RECEIVED:

Vice-Chancellor and Chief Executive's Report in Paper (SEN-16-0340-A), which summarised progress being made with high-level institutional strategic objectives, as well as current University news for the information of members of Senate and Council.

16/247 NOTED:

- That a review and refresh of the Aston Strategy was to be launched shortly. Whilst it was unlikely that the key pillars of the current Strategy would change, it was timely to consider the impact of important changes to the external environment and new internal developments (eg Brexit, the HE and Research Act 2017, Degree Apprenticeships and Aston On-Line). It was the intention to provide more detailed guidance on Aston's objectives and aspirations, as well as the scale and nature of potential investment opportunities. Senate would be engaged at appropriate points during the Strategy review.
- Aston's Council (30.5.17) had unanimously approved the appointment of Dame Yve Buckland, DBE, Chairman Royal Orthopaedic Hospital NHS Foundation Trust, as Pro-Chancellor and Chair of Council for a five-year term commencing on 1st August 2017.
- The University was in a strong financial position in the current year, with a full year forecast surplus of £9.2 million compared to a budget surplus of £4.7 million. The forecast reflected improved student recruitment, and additional tuition fee income of £3.7 million, relating to October intakes and roll through. In-year staff vacancies amounted to £2.8 million and the University had launched a major recruitment campaign to fill these as soon as possible.

- The Executive (22.5.17) had endorsed the draft Budget 2017/18 for submission to the June meetings of the Finance and Major Projects Committee and Council for approval. Total income was expected to increase by £9.2 million (6.3%) year on year to £155.2 million and total expenditure by £10.5 million (7.7%) to £147.4 million. Growth in expenditure would exceptionally exceed growth in income principally because of the need to appoint to a significant number of staff vacancies remaining from 2016/17.

### **Issues raised by Student Representatives and the Students' Union Senate**

16/248 RECEIVED:

A report from the Students' Union in paper SEN-16-0342-A, together with an oral report from the Vice-President Education, highlighting progress in improving the systems, processes and training for course representation and student engagement, and the results of the Students' Union elections for 2017/18, following a relatively high turnout of the electorate. Next year's sabbatical officers would be as follows President: Reema Quessou; VP Education: Amna Atteeq; VP Welfare: Alice Coombes; and VP Student Activities: Sam Searle. The Union's strategy review and a business case for the new SU building had been presented to the Executive, which had endorsed the business case for presentation to the June meetings of the Finance and Major Projects Committee and Council.

### **Student Representatives on Senate in 2016/17**

16/249 RESOLVED:

To thank the following student representatives for their excellent contribution to the work of the Senate and the University during their term of office in 2016/17:

- |  |                     |
|--|---------------------|
| • President of the Students' Union           | Ahmed Hassan        |
| • Vice-President (Education)                 | Mohamed Ibrahim     |
| • Vice-President (Welfare and Communication) | Safaa Nait-Charif   |
| • Postgraduate Student                       | Roger Howell        |
| • Undergraduate Student                      | Viktoriya Stoykova. |

### **League Tables**

16/250 RECEIVED:

Paper SEN-16-0343-A and a presentation from David Farrow, Executive Director of Marketing Strategy and Communications, on Aston's performance in recent league tables.

16/251 NOTED:

- that Aston had dropped 22 places in the Guardian to 51st and 19 places in the Complete University Guide (CUG) to 49th. This ranking drop was due principally to Aston's recent outstanding success in student recruitment which had impacted negatively on ratio-based input metrics: student/staff ratio (SSR), academic spend per student, and facilities spend per student. Another reason was that Aston's unusually high performance for degree completion and good honours last year had returned to normal levels.
- that Aston's performance remained strong, however, in key output measures such as the student satisfaction and graduate employability. These metrics had always formed the basis of Aston positioning and marketing and would continue so to do.

- that the University had launched a major recruitment campaign for 70 new academic staff with the aim of addressing the SSR position as soon as possible. An improvement in the SSR could have knock-on benefits to metrics such as good honours and degree completion due to the enhanced capacity of a larger staff cohort to provide effective support for students. The categorisation of staff within HESA returns (ie as “research only” or “teaching and research”) would also be carefully considered with a view to optimising the University’s SSR as well as its performance in the next Research Excellence Framework. The Executive had agreed to adopt a more sophisticated approach to work force planning to underpin the implementation of University’s strategy, including growth, going forward.
- that Schools were also encouraged to consider ways to achieve their income targets in ways which would not increase undergraduate student numbers (eg additional postgraduate students, on-line and work-based programmes, Degree Apprenticeships etc).
- that the Executive recognised the importance of league table rankings to staff, students and other stakeholders, and that there was a need to have regard to the factors that determine the rankings. But Executive members felt strongly that Aston should remain true to its core mission and values and should not be solely focussed on maximizing its performance in the league tables. For example, the Vice-Chancellor suggested that Aston should aspire to achieve an SSR approximately equivalent to the median for the sector, since it would wish to continue to operate efficiently.
- that emails had been circulated to students and staff about the league table performance and the action being taken to address it.

### **Finance and Planning Issues**

16/252 RECEIVED:

An oral reports from the Provost on finance and planning issues, noting:

- that Aston’s results in the Teaching Excellence Framework (TEF) would be released on 12<sup>th</sup> June prior to the general publication of the sector results on 14<sup>th</sup> June, after which a press release and communications to staff, students and other stakeholders would be issued.
- that in order to provide investment to support the University strategy, a Strategic Investment Funds (SIF) of £2.3 million had been included within the Draft Budget for 2017/18.
- that Aston would be submitting proposals to the HEFCE Degree Apprenticeships Development Fund (DADF) Phase 2: for funding to stimulate development of degree apprenticeships. This year Aston’s first cohort of degree level apprentices would be graduating this summer. A video celebrating Aston’s success in developing degree apprenticeships was to be released shortly.

### **UNIVERSITY STRATEGY THEMES**

16/253 RECEIVED:

An oral report from the Vice-Chancellor that in line with the new operating methodology agreed by the Senate, the membership would next split into four breakout groups to discuss the following strategic themes:

- i) Periodic Review of Taught and Research Programmes – Sharing Good Practice as set out in Paper SEN-16-4001-A, and led by Sarah Davies, Director of Quality Assurance and Enhancement, and Alison Birch, Graduate School Manager.
- ii) ‘How can we enhance the Aston Research Environment?’ as set out in SEN-16-4002-A) and led by Sally Puzey, Director of Research Strategy and Impact.

- iii) Students' Union Strategy as set out in SEN-16-4003-A and led by Ahmed Hassan President and Max Mcloughlin, Chief Executive of the Students' Union.
- iv) Academic/Senate KPIs as set out in SEN-16-4004-A and led by David Farrow, Executive Director of Marketing Strategy and Communication.

At the end of the breakout discussions the three groups made the following reports to the reconvened Senate:

### **Periodic Review of Taught and Research Programmes – Sharing Good Practice**

16/254 NOTED:

That the Breakout Group had considered a summary of the good practice that had been identified in the Periodic Reviews of taught programmes that had taken place in 2016-17, and from the most recent review of research programmes (in ABS) which had taken place in 2016. The Group considered the systematic communication of this information, and how the review process itself might be improved to identify good practice. The Group reported to Senate that:

- the measures proposed by CLIPP (sharing conference, searchable database, CPD sessions) provided a good variety of means of communicating good practice (refer to minute 16/228 above), and that this could usefully be supported by initiatives within Schools, such as the communication of good practice by the Learning and Teaching Enhancers in LSS which also shared the names of individuals to contact for more information. Case studies submitted as part of the Research Inspired Teaching Excellence (RITE) programme should be added to the list of possible sources, and the Students' Union should be invited to suggest a theme on which CLIPP could focus for each academic year. CLIPP should also consider resurrecting the Good Practice Guide previously published in ABS, as another means of communicating good practice.
- objective scrutiny and validation from outside the subject area was important in identifying good practice (as currently carried out through the external representatives on Periodic Review panels and through cross-School scrutiny of annual review reports).
- the review meetings with students could specifically address what was distinctive about the programme and what other programmes might learn from, as well as what is best about, a programme.
- the Progress Review reports should be more explicit about those areas worthy of further dissemination, and at the point when the report was completed, the contact details of individuals who could provide more information on good practice should be collected and published.
- the sharing of good practice should include research programmes as well as taught programmes.

***ACTION: Sarah Davies and CLIPP, and Alison Birch and the Graduate Management School, to take forward the above suggestions for improving the dissemination of good practice from Periodic Reviews***

### **How can we enhance the Aston Research Environment?**

16/255 NOTED:

That the Breakout Group focussed on how we might enhance Aston's research environment in the light of the confidential feedback received by the University after REF2014 but also based on individual members' own experience of carrying out research at Aston. The Group discussed the following points:

- how the teaching environment might indirectly support the research environment. In particular, recruiting teaching specialists (teaching fellows) to deliver significant parts of undergraduate programmes could provide more flexibility for those staff recruited to Teaching and Research Contracts on the basis of their research.
- identifying and supporting centres of research excellence and then focussing recruitment into these centres were considered essential to a positive research environment. Such centres could provide critical mass, enabling groups to be more responsive to industry and potentially more successful in securing research grants. All Schools currently had examples of research groupings but used different models to suit their disciplines (eg centres, institutes, themes). It was important, particularly in the sciences to ensure equipment was properly managed to enable timely and efficient research.
- in some areas, it might be necessary to re-think the traditional model of academic careers in order to inject more industrial experience into the University's teaching programmes, since Aston students were typically very focussed on careers in industry. Teaching fellows in ABS were an example of how industrial experience could be included in academic posts as many of these were former practitioners.
- there was a need to differentiate between the different groups comprising Aston's academic staff population rather than treating them as a homogenous whole. An example of good practice was the diversity group set up in EAS, originally to respond to the Athena Swan process but had remained operations after the submission.
- LHS had had a successful project to offer placement years in laboratories as a way of encouraging students to take up research programmes on graduation.

***ACTION: Sally Puzey to build this feedback into Aston's REF Strategy***

### **Students' Union Strategy**

16/256 NOTED:

The Students' Union President and CEO presented the new Students' Union (SU) strategic framework to the Breakout Group, highlighting its new focus on recruitment, retention and employability and a need to engage and support the needs of a wider proportion of the student body; since historically its relevance to the whole membership had rightly been questioned. Members of the Group were supportive of the new plans and many recognised that their perception of the SU was based on their own experiences and that attitudes and trends had changed considerably.

Members of the Group were invited to provide feedback on what they thought the Union's priorities should be, its role in the student voice and how a successful SU could impact positively on students' time at Aston. The Group's suggestions for the future focus of the SU included:

- work on student mental health
- supporting course representatives and academic representation
- supporting students to achieve their potential.

The Group also discussed the general lack of understanding or knowledge by staff about the SU and what it offered to both students and staff. To rectify this the Union would be hosting an Open Day for University staff in the early part of September which would provide an opportunity for all staff to have a tour of the building and learn more about the services and activities offered by the Union.

***ACTION: Students' Union Officers to take forward the suggestions of the Breakout Group when developing and implementing the SU Strategy Framework***

## Key Performance Indicators

16/257 NOTED:

That the Breakout Group had discussed the proposed adoption of a reduced set of ten Mission Critical KPIs which would enable the Executive and Council to measure the factors of strategic importance to the University in terms of delivering its institutional mission. The proposed Mission Critical KPIs were output measures and would therefore be helpful in motivating and monitoring performance at institutional level and at a more granular level within Schools and departments. It was the intention that these would be shared regularly across the University. A further set of supporting KPIs were proposed which would not necessarily be reported to Council.

The Group generally endorsed the proposed ten Mission Critical KPIs. There was however a lively discussion about what the appropriate KPI for research should be. Members generally did not feel that 'Citations per Faculty Member' was an appropriate KPI for Research as there was a considerable time-lag from publication to citations being made and it was therefore unlikely to be effective as a management tool in monitoring and changing behaviour. They would prefer a metric for research quality that would respond to the impact of actions taken within a shorter timespan such as research income, PhD registrations or outputs. Members noted that Schools were undertaking the quality assessment of outputs prior to the REF, but there was a risk that such assessments might not correlate with the actual REF assessment of such outputs.

***ACTION: Professor Maropoulos and David Farrow to review the proposed KPI for Research.***

## WHAT COULD WORK BETTER?

16/258 NOTED:

The following issues were identified at the meeting:

- the student representatives requested that they be provided an opportunity to raise issues during Senate meetings, rather than, as currently, there being a single written report presented by the VP Education.

***ACTION: Provost to discuss with incoming and outgoing SU Presidents how the student representatives can more effectively contribute to Senate meetings***

- Senate members had experienced delays with the processing of payments which had caused inconvenience to colleagues and suppliers. This had arisen principally from a recent change in personnel within the Accounts Payable Team. New staff had been recruited and further strengthening of the Team was ongoing.

***ACTION: Senate members to inform the Chief Financial Officer (CFO) of any further issues in relation to payments. The CFO to issue a communication to staff about the actions being taken to address the payment issues.***

- Senate members highlighted the need to communicate more effectively with the wider Aston community the scholarly activities and events organised at a local level by research/subject groups (eg a portal, app or calendar for research events). This would help to spread good practice and interdisciplinary collaboration.

***ACTION: David Farrow, RKE and Graduate School to consider how best to publicise across the University scholarly events and activities organised at a local level.***

## DATES OF SENATE MEETINGS IN 2016/17

16/259 NOTED:

Senate would meet at 2:00 pm on the following Wednesdays, 22<sup>nd</sup> November 2017 and 14<sup>th</sup> March and 30<sup>th</sup> May 2018. The Senate Strategy Away Day would be held on from

12:30 to 5:00 pm on Wednesday, 18<sup>th</sup> October 2017 and the Joint Council-Senate Strategy Away-Day from 12:30 to 6:00 pm on Wednesday, 2<sup>nd</sup> May 2018, followed by dinner.

**RESERVED BUSINESS**

**Senate Minutes**

16/260 RECEIVED:

The minutes of the Reserved Business Section of the 338<sup>th</sup> meeting of the Senate held on 8<sup>th</sup> March 2017.

JGW/5.6.17