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University of  
**Kent**

# SENATE GUIDANCE FOR MEMBERS 2024/25

October 2024



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# Terms of Reference – Senate’s Powers

Senate is responsible for the academic governance of the University. Its non-exhaustive remit includes oversight of the strategic development and delivery of Education, Research and Innovation, Awards, Examiners, Academic Governance, Academic Partnerships and all aspects of student life. Senate may express an opinion on any academic matter.

Senate’s specific powers which have been delegated by and are subject to oversight by the Council are detailed in full in Section 6 of the University’s Ordinances, and enclosed in **Appendix A**.

Senate must assure Council that academic governance is conducted effectively at the University. Council both welcomes and encourages input and feedback from Senate, particularly in regards academic-related matters, however on those matters which are reserved to Council, the decision-making responsibility ultimately sits with Council. Please see: *Primary Responsibilities*

The Standing Orders of Senate set out the parameters for the conduct of meetings and the consideration of business, and are enclosed in **Appendix B**.

The membership of Senate for the current academic session is enclosed in **Appendix C**.

## Senate's Reporting Structure

Senate provides a summary report from each of its meetings to Council, highlighting matters for note and/or for approval. It will also provide an annual report, to provide a basis for Council to provide assurance to the OfS.

The governance structure that underpins Senate deals with much of the operational business and detail that pertains to the academic endeavour of the University. Senate, on the whole, operates at a strategic level in accordance with its powers.

The following Boards and Committees currently report directly to Senate:

- Academic Strategy, Planning & Performance Board
- Education & Student Experience Board
- Research & Innovation Board
- Graduate & Researcher College Board
- Research Ethics & Governance Committee
- Honorary Degrees Committee (joint with Council)

## Meetings of Senate

Autumn term: Wednesday 6 November 2024 at 2pm

Spring term: Wednesday 5 March 2025 at 2pm

Summer term: Wednesday 11 June 2025 at 2pm

All meetings will be held in person only, in the Darwin Conference Suite.

On occasion, there may be a need to hold an Extraordinary meeting of Senate, and members will be notified as and when required.

# Senate members

The membership of Senate is drawn from within the University and currently consists of members of the Executive Group, the Directors of Division, representatives of the Divisional Portfolio holders, elected Heads of School/Department, and elected academic staff and student representatives.

All members are viewed as having an equal voice. Members bring to Senate's deliberations a wide range of academic knowledge and expertise. All members should exercise their responsibility in the interests of the University as a whole and apply a balanced judgement to their deliberations. Decisions made by Senate will be done so in accordance with the principle of 'collective responsibility'. It is the expectation that members will have read the agenda papers in advance of the meeting and therefore come prepared to enter into, and contribute to, discussion of the business presented.

The qualities that are expected of Senate members are:

- A commitment to the University and specifically to maintaining high academic quality and standards;
- A general understanding of the University's institutional objectives, issues and internal processes in regards teaching and research;
- The capacity to debate academic issues with objectivity, openness and transparency;
- A willingness to contribute to making and taking responsibility for Senate's decisions and accepting that decisions should take account of the needs, priorities and the broader interests of the University;
- To attend all meetings of Senate unless absence is due to illness, urgent personal reasons or teaching commitments;
- To be willing to be appointed as members of any Senate sub-committee or working group.

## Directors of Division (ex officio)

**Role and Responsibility:** To represent the constituent Schools and academic Centres within their respective Divisions. To bring to Senate any emerging issues or highlight areas of good practice from within their remit and Division, for consideration or note at an Institutional level.

**Attendance:** In the instance where a Director of Division, as an ex officio member, is unable to attend a meeting of Senate, it is permissible for the Deputy Director of Division to attend instead, providing advance permission is obtained in good time from the Chair. In accordance with the Standing Orders of Senate, substitutes would have observer status and would not therefore be entitled to vote.

### Divisional Portfolio holders (ex officio and according to rotational arrangement)

**Role and Responsibility:** In representing their fellow Portfolio holders and academic colleagues, the Divisional Portfolio holders have the responsibility to bring their portfolio expertise and knowledge to Senate deliberations. They are also expected to canvass the views of their fellow Portfolio holders and colleagues on Senate matters in advance of the meeting, and also to disseminate information and key decisions taken by Senate back to their portfolio.

**Attendance:** In the instance where a Divisional Portfolio holder is unable to attend a meeting of Senate, it is the expectation that they will liaise with their fellow Portfolio representative in regards the input of views to discussion and the post meeting update to fellow Portfolio holders. However, as an ex officio member, it would be permissible for another Portfolio holder to attend instead, providing advanced permission is obtained in good time from the Chair. In accordance with the Standing Orders of Senate, substitutes would however have observer status and would not therefore be entitled to vote.

#### Rotational arrangement:

Terms of Office 2024/25 and 2025/26		
Directors of Education & UG Experience	Directors of Research & Innovation	Directors of Graduate Studies & PG Experience
Division of Natural Sciences Division of Human & Social Sciences	Division of Computing, Engineering & Mathematical Sciences Division for the Study of Law, Society & Social Justice	Division of Arts & Humanities Kent Business School
Terms of Office 2026/27 and 2027/28		
Directors of Education & UG Experience	Directors of Research & Innovation	Directors of Graduate Studies & PG Experience
Division of Arts & Humanities Kent Business School	Division of Natural Sciences Division of Human & Social Sciences	Division of Computing, Engineering & Mathematical Sciences Division for the Study of Law, Society & Social Justice

Note that changes are expected due to the ongoing review of the Academic Management Structure and these will be reflected in due course.

## Director of Graduate & Researcher College, Dean of Global and Lifelong Learning, Chair of Research Ethics & Governance Committee, Professional Services Directors

**Role and Responsibility:** To represent their specific area of expertise and knowledge, contribute to the discussion and deliberation of academic matters at Senate, and to disseminate information and key decisions taken by Senate back to their respective areas of expertise. In addition, the Dean of the Graduate & Researcher College and the Chair of the Research Ethics & Governance Committee, also have the responsibility of reporting pertinent matters from their Board/Committee to Senate.

**Attendance:** In the instance where a Dean or Professional Service Director is unable to attend a meeting of Senate, it is the expectation that they will liaise with their fellow Senate members from their area (e.g. Director of Education liaise with DVC Education & Student Experience or Divisional Education portfolio holders), in regards the input of views to discussion, and any post meeting update back to colleagues from their area, e.g. from the area of Education, Student Experience, Graduate Studies and Research and Innovation. However, as an ex officio member, it would be permissible for a colleague from their area to attend instead as a Substitute, providing advanced permission is obtained in good time from the Chair. In accordance with the Standing Orders of Senate, substitutes would however have observer status and would not therefore be entitled to vote.

## Elected Heads of School/Department

**Role and Responsibility:** To bring forth their expertise and knowledge, contribute to the discussion and deliberation of matters before Senate, and to disseminate information and key decisions taken by Senate back to their respective areas.

**Process for election:** Nominations and elections take place in August of each year for any elected staff representative vacancies on Senate. In accordance with the University Ordinances, elected members serve for a period of two years, up to a maximum of four consecutive years in office (i.e. two terms) before a break of one year minimum is required before any consideration of re-election.

**Attendance:** As with all Senate members, attendance is expected at every meeting. However, in the event that an elected member is unable to attend a meeting, it is the expectation that they will liaise with their fellow elected Head of School representatives in regards the input of views to discussion and the post meeting update back to colleagues. In accordance with the Standing Orders of Senate, elected staff representatives who do not attend three consecutive meetings without good cause, e.g. ill health or prior commitment for attendance at key academic conference, will be deemed to have lapsed as members and their places will be refilled by election at the next available opportunity.

## Elected academic staff representatives

**Role and Responsibility:** To bring forth their expertise and knowledge, contribute to the discussion and deliberation of matters before Senate, and to disseminate information and key decisions taken by Senate back to their respective Divisions.

**Process for election:** Nominations and elections take place each year for any elected staff representative vacancies on Senate (usually May/June). In accordance with the University Ordinances, elected members serve for a period of two years, up to a maximum of four consecutive years in office (i.e. two terms) before a break of one year minimum is required before any consideration of re-election.

**Attendance:** As with all Senate members, attendance is expected at every meeting. However, in the event that an elected member is unable to attend a meeting, it is the expectation that they will liaise with their fellow elected Divisional representatives in regards the input of views to discussion and the post meeting update back to colleagues. In accordance with the Standing Orders of Senate, elected staff representatives who do not attend three consecutive meetings without good cause, e.g. ill health or prior commitment for attendance at key academic conference will be deemed to have lapsed as members and their places will be refilled by election as soon as convenient.

## Student representatives

**Role and Responsibility:** The student community is represented on Senate by three sabbatical officers: The President of Kent Union; the Vice President (Academic Experience); and the Vice President (Postgraduate Experience). In addition, two elected student representatives, one undergraduate and one postgraduate, are elected annually to represent the student community on Senate. The total representation from the student community is therefore five members. The role of the student representatives is to provide Senate with the student voice and view on the matters of business before it.

**Process for election:** Elections for both the undergraduate and postgraduate student representatives on Senate are undertaken annually by Kent Union.

**Attendance:** As with all Senate members, attendance is expected at every meeting. However, in the event that a student representative is unable to attend a meeting, it is the expectation that they will liaise with their fellow student representatives in regards the input of views to discussion and the post meeting update back to the student community as appropriate. In accordance with the Standing Orders of Senate, substitutes for the student representatives may attend Senate provided advance notification is given. Substitutes would however have observer status and would not therefore be entitled to vote.

## Substitutes

For Directors of Division, Divisional Portfolio Directors, Deans, Professional Services Directors, the Chair of the Research Ethics and Governance Committee and student representatives, in the event of non-attendance, a colleague may attend as a substitute providing advance permission is obtained in good time from the Chair. In accordance with the Standing Orders of Senate, substitutes would have observer status and would not therefore be entitled to vote.



### Induction for new Senate members

An annual induction will be undertaken for new ex officio, elected and student members of Senate. The induction will take place in advance of the first Senate meeting of the academic year.

### Quoracy

For the transaction of business, one third of the total membership of Senate is required (see Standing Orders (v)).

# Senate Agenda Group (SAG)

The purpose of the SAG is to both consider items of business that come forward for Senate consideration, in addition to the routine reports from Senate's Boards and Committees, and review the draft agenda for the Senate meeting. The SAG will meet approximately two to three weeks before Senate is scheduled to meet. From the items received, and in conjunction with the Executive Group, the SAG will support the finalising of the agenda for each Senate ordinary business meeting whilst being mindful not to overload the agenda and ensuring that items are within Senate's remit. For items that are not selected for inclusion on the Senate agenda, explanations will be given which will include the option to postpone the item to a future meeting or have it discussed at another, more appropriate, forum.

The membership of the SAG is drawn from across the range of Senate members, and specifically includes one Deputy Vice Chancellor, one Director of Division, one Divisional Portfolio holder, two elected staff members and one student representative.

The membership for the 2024/25 academic year is:

- Professor Claire Peppiatt-Wildman, Acting DVC Academic Strategy, Planning & Performance (Chair)
- Professor Iain Wilkinson, Director of the Division for the Study of Law, Society and Social Justice
- Dr Jane O'Mahony, Portfolio holder for Education and Undergraduate Student Experience in the Division of Human & Social Sciences
- Janet Carter, elected academic Senate member
- Professor Lex Mauger, elected academic Senate member
- Cláudia Moreira, Vice President Postgraduate Experience, Kent Union

Members of Senate can submit items of business for Senate to the SAG according to the following timescale:

Senate meeting	Deadline for items to SAG	SAG meeting	Deadline for final papers	Senate agenda papers distributed
2pm 6 Nov 2024	1pm 7 Oct 2024	11am 10 Oct 2024	1pm 29 Oct 2024	30 October 2024
2pm 5 Mar 2025	1pm 3 Feb 2025	11am 6 Feb 2025	1pm 25 Feb 2025	26 February 2025
2pm 11 Jun 2025	1pm 12 May 2025	11am 15 May 2025	1pm 3 Jun 2025	4 June 2025

Please see Guidance on papers and reports for Senate below in regards the protocol for submission.

# Guidance on papers and reports for

## Senate

In order to give Senate a clear indication of the purpose of a paper or report, a cover sheet will need to be completed by the author and appended to the front of the submitted paper (please see template in **Appendix D**).

Senate also operates a system of 'Green' and 'White' papers. Such a mechanism will facilitate initial proposals coming to Senate (Green paper) for consideration and input at the inception of an issue, and in advance of further work being undertaken. Should Senate be minded to support the Green paper proposal for further and more detailed work, this would then come back to Senate (White paper) for final consideration and approval. The cover sheet (see **Appendix D**) facilitates the indication of whether a paper is being submitted to Senate as 'Green' or 'White'.

### Presentation of papers and reports at the meeting

Those verbally presenting the paper or report to Senate, usually the author or the Chair of the Board or Committee that is recommending the item of business, should assume that **all members have read the paper in advance, and therefore there is no need to verbally present the contents in full.**

Verbal presentations should be kept to a minimum with the salient points being highlighted along with a recommendation to Senate. Senate will gain **most value from the discussion of the business presented before it, and therefore sufficient time should be devoted to the questioning, deliberation and consideration of the matters on the agenda.**

Those presenting papers and reports should be prepared to answer any questions that Senate may have and clarify any points raised.

### Decision-making

In order to foster and support effective and sound decision-making, informed, open and constructive yet challenging debate is encouraged, with the aim of seeking to achieve a consensus where possible while upholding academic freedom.

In the event that a vote is required, this will be held in accordance with the Standing Orders of Senate. Only members of Senate present at the meeting are entitled to vote, and those who are present but in the capacity of either observer and/or advisor are not entitled to vote. With the exceptions of motions from the Chair, all motions put should have a proposer and a seconder. Please see **Appendix B** paragraphs 3vi, 3vii and 3xii for further details.

# Appendix A: Ordinances (Senate)

## 6. THE SENATE

### Preamble

Senate is responsible for the academic governance of the University. Its non-exhaustive remit includes oversight of the strategic development and delivery of Education, Research and Innovation, Awards, Examiners, Academic Governance, Academic Partnerships and all aspects of student life, and Senate may express an opinion on any matter. Senate's focus on academic matters complements that of Council, which concerns itself with corporate governance, to include Finance and Resources, Audit, Health & Safety and Ethics, as well as ensuring compliance with external and statutory regulators for the academic provision of the University. Senate must therefore assure Council that academic governance is conducted effectively at the University.

6.1 The Senate shall consist of the following persons:

6.1.1 The Vice-Chancellor, who shall be Chair;

6.1.2 The Deputy Vice-Chancellor(s);

6.1.3 Directors of Division;

6.1.4 Six representatives from the Portfolio Directors for Education and undergraduate Student Experience, Research and Innovation, and Graduate Studies and postgraduate Student Experience;

6.1.5 Thirty representatives of the academic staff in the Divisions, to include:

6.1.5.1 six elected heads of academic schools or departments, one per Division, defined in the Ordinances; and

6.1.5.2 four elected representatives from each Division;

6.1.6 The Dean of the Graduate and Researcher College, the Dean for Internationalisation and the Dean for Europe;

6.1.7 The Chair of the Research Ethics and Governance Committee;

6.1.8 The Directors of Education, Research & Innovation Services, Student Services and Information Services;

6.1.9 Five representatives of the students of the University, this to comprise:

6.1.9.1 The President of the Students' Union;

6.1.9.2 The Vice-Presidents for Academic Experience and Postgraduate Experience;

- 6.1.9.3 Two elected student representatives one to be an undergraduate student and one to be a postgraduate student.
- 6.2 The members of Senate described in Ordinance 6.1.1, 6.1.2, 6.1.3, 6.1.6, 6.1.7, 6.1.8, 6.1.9.1 and 6.1.9.2 shall be members of Senate for so long as they hold the office described above.
- 6.3 The members of Senate described in Ordinance 6.1.4 shall hold office for two years, in accordance with the pre-determined rota, beginning on the first day of August in the year in which their identified term begins. The members of Senate described in Ordinance 6.1.5.1 and 6.1.5.2 shall hold office for two years beginning on the first day of August in the year in which they are elected and shall be eligible for re-election provided that any person who has at any time completed a period of four consecutive years in office shall not be so eligible before the expiry of one year from the end of the last such period.
- 6.4 The members of the Senate elected in accordance with Ordinance 6.1.9.3 shall hold office for a period of one year beginning on the first day of August of the year in which they are elected and shall be eligible for re-election provided that no student who has at any time completed a period of two consecutive years in such office shall be so eligible before the expiry of one year from the end of the last such period.
- 6.5 The Senate shall, in addition to all other powers vested in it by the Charter and the Statutes, have the following powers:

#### **6.5.1 Education at the University;**

- 6.5.1.1 to support the advancement of education within the University, and to require reports on such education from the Boards and Committees of Senate;
- 6.5.1.2 to regulate and have oversight of the instruction and teaching of the University and the examinations held by the University, subject to the provisions of the Charter and Statutes;
- 6.5.1.3 to have oversight for the maintenance of academic standards, with strategic and operational responsibility delegated to the relevant Boards and Committees of Senate, who will report to Senate in regards the maintenance of academic standards by way of both routine report and an annual update;

#### **6.5.2 Research and Innovation at the University;**

- 6.5.2.1 to support and encourage research and innovation within the University, and to require reports on such research and innovation from the relevant Boards and Committees of Senate;
- 6.5.2.2 to regulate and have oversight of the research and innovation of the University and the related examinations held by the University, subject to the provision of the Charter and Statutes;

### **6.5.3 Awards of the University**

6.5.3.1 to authorise the award of Degrees (other than Honorary Degrees), Diplomas, Certificates and other distinctions to persons who have satisfied the conditions of the award;

6.5.3.2 on what it shall deem to be good cause to deprive persons of any Degrees or other distinctions conferred on them, and to revoke any Diplomas or Certificates granted to them by the University;

6.5.3.3 to consider the names of persons to receive Honorary Degrees, as recommended by the Joint Committee of the Council and the Senate, and to approve or disapprove the names of persons proposed to receive such Degrees, and notify Council of such, given the joint responsibility of Council to approve or disapprove the same as outlined in Ordinance 25.3;

### **6.5.4 Examiners of the University;**

6.5.4.1 to appoint internal examiners;

6.5.4.2 to appoint external examiners provided that there shall be at least one external and independent examiner for the final examinations prescribed for any Degree of Bachelor, and also for the examinations prescribed for any higher Degree;

6.5.4.3 to suspend or remove examiners for negligence or misconduct during their term of office and, in case of death, illness or resignation of an examiner, or in case of his suspension or removal, to appoint a substitute who shall have authority to act during the examination in progress or next ensuing;

### **6.5.5 Academic Governance of the University**

6.5.5.1 to approve the Education and Research related strategies of the University and have oversight of the implementation and monitoring of such strategies undertaken by the relevant Board and Committee of Senate through the receipt of both routine report and an annual update;

6.5.5.2 to scrutinise academic performance against targets and measures of success set out in the University's Education and Research Strategies;

6.5.5.3 to report to the Council as may be required on all Statutes, Ordinances and Regulations or make recommendations for proposed changes thereof;

6.5.5.4 to review, amend, refer back, control or disallow any act of any Committee of a Division and to give directions to any such body;

6.5.5.5 to control, subject to the Ordinances and Regulations, the admission of persons to courses of study in the University and their continuance in such courses;

6.5.5.6 to prescribe the academic dress to be worn by the various officers and members of the University, and the occasions on which it shall be worn;

### **6.5.6 Students of the University**

6.5.6.1 to promote and oversee the affairs of Students of the University regarding all relevant aspects of student life;

6.5.6.2 to make and enforce Regulations for the discipline of the Students of the University;

6.5.6.3 to expel on the recommendation of the Vice-Chancellor any Student deemed to have been guilty of grave misconduct;

### **6.5.7 Partnerships of the University**

6.5.7.1 to consider recommendations for major academic partnerships ensuring they are in line with the academic strategy of the University;

6.5.7.1 to recommend approval of major academic partnerships to Council after consideration and appropriate due diligence;

6.5.7.3 to have oversight, via routine reports from the relevant Boards and Committees of Senate, of major academic partnerships ensuring that they meet the objectives of the University;

### **6.5.8 The Council and the Senate**

6.5.8.1 to assure the Council of the academic standards and quality of the education and research at the University;

6.5.8.2 to make recommendations to the Council on any matter referred to the Senate by the Council;

6.5.8.3 to make recommendations to the Council on any academic matters;

6.5.8.4 to discuss and declare an opinion on any matter whatsoever relating to the University;

6.5.8.5 to fix, subject to any conditions made by the Founders which are accepted by the Council, the times and mode and conditions of competition for Fellowships, Scholarships, Exhibitions and Prizes, and to regulate examinations for them, and to award the same;

6.5.8.6 to exercise all such powers as are or may be conferred on the Senate by the Charter, Statutes, Ordinances and Regulations and to do such other acts and things as the Council shall authorise.

- 6.6 One-third of the total membership of the Senate shall constitute a quorum. In the absence of a quorum, no business shall be transacted other than the adjournment of the meeting. At the adjourned meeting, the business for which the original meeting was called may be completed in the absence of a quorum. The manner of summoning the adjourned meeting, and the period of notice to be given, shall be prescribed in the Standing Orders.



# Appendix B: Standing Orders

THE UNIVERSITY OF KENT

## SENATE: STANDING ORDERS

### 1. INTRODUCTION

Statute 6 provides for Senate, Council and Court to “make, amend or repeal Standing Orders for governing the proceedings of those prospective bodies” [Statute 6.4]. The Standing Orders set out below, which relates to the conduct of Senate’s business and meetings, were formally adopted by Senate with effect from its meeting held on 29<sup>th</sup> June 1994 (Senate Minute 8558 refers [updated to reflect the University’s new Charter and Statutes from 2010]).

### 2. PREAMBLE

The membership and powers of Senate are set out in Ordinance 6 The Senate (see Appendix 1). The Vice-Chancellor is *ex officio* Chair. The procedure for the appointment of elected representatives is set out in Ordinance 7 The Election of members of the Academic Staff to the Senate and Ordinance 8 The Election of students to the Senate (see Appendix 2 and 3). The definition of reserved and non-reserved business is defined in Ordinance 12 The Regulation of Student Membership of Committees (see Appendix 4).

### 3. STANDING ORDERS

- (i) CHAIR (the Vice-Chancellor is *ex officio* Chair as prescribed in Ordinance)
  - (a) The Chair is responsible for ensuring that each meeting of Senate is conducted efficiently, expeditiously and properly in accordance with the requirements of the University’s Charter, Statutes and Ordinances and, as he/she determines, these Standing Orders and as appropriate to the business before it.
  - (b) That in the Vice-Chancellor’s absence Senate should be chaired by the Deputy Vice-Chancellor Strategy and Performance or in his/her absence by one of the other Deputy-Vice-Chancellors.
  - (c) That the Chair (or in his/her absence the Deputy Vice-Chancellor Strategy and Performance or Deputy Vice Chancellor) be empowered to act on Senate’s behalf between meetings, should Senate not be able to meet in the timeframe required for action, on any matter within Senate’s powers as set out in Ordinance 6. Senate may also delegate a decision to the Chair or other appropriate member for action outside of the formal meeting.

Any such action will be communicated to the Head of Academic Governance who

will ensure such a decision is reported to the next meeting of Senate along with any relevant documents or further information.

- (d) That the Chair may be suspended from acting in such capacity at a particular meeting where the following conditions are met:
- (1) A motion that the Chair should be suspended is stated, seconded and supported by four other members of Senate at the meeting.
  - (2) A Deputy Chair (following the provisions of 3(i)(c) above) then takes the Chair.
  - (3) A vote in favour of the motion is supported by two-thirds of the members at the meeting.

The Deputy Chair then asks the Chair to withdraw and the Deputy Chair then decides whether or not to continue or to adjourn the meeting.

(ii) ELECTED MEMBERS

- (a) That in the case of a vacancy for an elected member occurring before the end of the normal period of appointment, arrangements should be made to fill this as soon as conveniently possible, as determined by the Directorate of Governance & Assurance, for the unexpired portion of the original period of appointment.
- (b) That the appointment of elected academic members who do not attend three consecutive meetings without good cause should be deemed to have lapsed and their places refilled by election as soon as conveniently possible, as determined by the Directorate of Governance & Assurance for the unexpired portion of the original period of appointment.
- (c) That substitution for an elected academic staff member who is unable to attend a meeting is not allowed.

Note: Substitution for appointed members and elected student representatives is, however, allowed provided advance notification is given. Substitutes have observer status and are not, therefore, entitled to vote.

(iii) OBSERVERS AND ADVISERS

- (a) That where Senate deems it appropriate one or more persons (i.e. office holders or named individuals) may be invited to attend meetings on a permanent basis or to attend part or all of a meeting either to observe or, where so invited by the Chair, to participate in the proceedings.

Note: In addition the Chair may, at his/her discretion, invite particular individuals to attend a particular meeting in order to observe or participate as he/she considers it appropriate.

- (b) That observers and advisers invited to attend meetings of Senate should not be entitled to vote.

(iv) MEETINGS

- (a) That, except in an emergency or when agreed otherwise by Senate, meetings should be held on a Wednesday afternoon in term-time commencing at 2 p.m.
- (b) That the dates, times and venues of meetings should be published in the University diary and/or any other appropriate place as determined by the Directorate of Governance & Assurance.
- (c) That meetings of Senate should be held when one of the following provisions are met:
  - (1) The Chair, in consultation as appropriate, decides that the business in hand justifies the holding of a meeting previously timetabled.
  - (2) A member, supported by 12 members in writing requests that a meeting be held to consider one or more named matters.
- (d) That if the Chair, in consultation as he/she deems appropriate, decides that the business received for a timetabled meeting of Senate is insufficient to justify the convening of such a meeting, the meeting should be cancelled or not convened and any business held over until the next timetabled meeting.

(v) QUORUM

The quorum is defined in Ordinance 6, paragraph 6 as “one third of the total membership of the Senate”.

The question of whether Senate is quorate is relevant when decisions are taken or when Senate’s quoracy is challenged. Ordinance 6.6 determines what should be done when Senate is inquorate, as follows:

- (a) Ordinance 6, paragraph 6.6 states that “in the absence of a quorum, no business shall be transacted other than the adjournment of the meeting”.
- (b) Ordinance 6, paragraph 6.6 also states “at the adjourned meeting, the business for which the original business was called may be completed in the absence of quorum. The manner

of summoning the adjourned meeting, and the period of notice to be given, shall be prescribed in the Standing Orders”.

The adjourned meeting should be held on the same day and time in the following week or on another day and time as determined by the members present at the inquorate meeting.

(vi) CONDUCT OF MEETINGS

- (a) That it should be assumed that members have read all the circulated papers in advance of the meeting.
- (b) That all members who speak should address the Chair of Senate and keep silence when the Chair speaks.
- (c) That all members should obey any instructions concerning the conduct of the meeting and the timing of agenda items given by the Chair.
- (d) That with the exception of motions from the Chair, all motions put should have a proposer and a seconder and where a seconder cannot be found, the motion should fail.
- (e) That any amendment to a motion put to Senate should have a proposer and a seconder and be put to a vote before the main motion.
- (f) That provided a motion is properly proposed and seconded, the Chair is obliged, after due discussion, to put it to the vote (unless Senate votes that the motion should not be put or votes to proceed to the next item of business).
- (g) That a motion “That the motion now be put.” must, if properly proposed and seconded, be immediately voted on taking precedence over other business including (h) below.
- (h) That a motion to move to the next item of business must, if properly proposed and seconded, be immediately voted on taking precedence over other business except (g) above.

(vii) VOTING

- (a) That only members of Senate present at a meeting are entitled to vote.
- (b) That voting at meetings should be by a show of hands of those for and against a motion and of those who wish to abstain. A simple majority of votes in favour of the motion is required to approve a motion.

Note: In the case of, for example, appointments to sub or standing committees or to

Council or other exceptional case as determined by the Chair or by a decision of Senate, voting may be conducted by a secret postal ballot.

- (c) That where Senate considers and takes a vote on a matter in which a member has a conflict of interest, he/she should give the Chair prior notice of interest (except where this is impossible) and/or declare this at the meeting and withdraw for any vote taken.
- (d) That the Chair should be entitled to have a vote if he/she wishes to use this.
- (e) That where there is an equality of votes the Chair may use a casting vote if he/she wishes (i.e. an additional vote to that specified in (d) above). If the Chair chooses not to exercise this power the motion will fail.
- (f) That the numbers of votes and abstentions should be counted by the Head of Academic Governance or his/her representative and announced to the meeting of Senate by the Chair.

(viii) AGENDA

- (a) The agenda for meetings should be divided into non-reserved and reserved items as prescribed in Ordinance 12 and each should include provision for members to raise questions and business items. Other items should be included as determined by the Chair in consultation as appropriate.
- (b) That no additional business to the items on the agenda should be allowed after the deadlines given in (ix) below except with the permission of the Chair.

(ix) NOTICE OF BUSINESS AND CIRCULATION OF PAPERS

- (a) That the following deadlines should be set:
  - A. Submission of reports of Standing or Sub-Committees or items of business: the Head of Secretariat to be notified at least two weeks before the date of the meeting and actual Paper(s) given to the Head of Secretariat at least 8 days prior to the date of the meeting.
  - B. Items from members should be submitted in writing to the Head of Secretariat by 12.30 p.m. on the Friday before Senate's meeting.

- (b) The agenda should be published and circulated no later than the Thursday preceding the meeting of Senate. If necessary a second circulation of papers should be made on the Monday before Senate.
- (c) That no paper should be laid on the table at Senate except with the permission of the Chair and as arranged by the Head of Secretariat or his/her representative.
- (d) That papers should not be published or discussed outside the University except with the express approval of Senate or of the Vice-Chancellor on its behalf.

(x) DEFERMENT OF ITEMS

That an item of business may be deferred where one of the following conditions are met:

- (a) Senate receives a request to this effect from the Chair of the Committee or the individual from whom the item originated;
- or
- (b) a vote in favour of deferring the item is taken by Senate;
- or
- (c) the Chair makes such a ruling subject to deferment being for not more than one meeting.

In the last case the Chair's decision is final.

(xi) RECONSIDERATION OF ITEMS

That except where specifically decided otherwise by Senate or with the permission of the Chair, decisions reached by Senate should not be reconsidered for at least one term.

(xii) VIRTUAL MEETINGS

In the event that a virtual meeting is required to be held, this will be undertaken via MS Teams or other virtual meeting facility that is in wide deployment at the University. These Standing Orders will apply to virtual meetings in the same way as physical meetings, with the exception of (vii b) above, where the following will apply:

In the event of a virtual meeting, voting will be by way of a roll call of participants who will be required to verbally respond as to whether they are For or Against a motion, or if they wish to Abstain. The Secretary to Senate will count the votes. A simple majority of votes in favour of the motion is required to approve a motion.

(xiii) INTERPRETATION AND OPERATION OF THESE STANDING ORDERS

- (a) The Chair's interpretation of these Standing Orders shall be final.
- (b) That one or more of these Standing Orders may be suspended where one of the following conditions are met:
  - (1) The Chair makes such a ruling.

Note: This provision excludes Section 3(i)(d) above.

- (2) A vote in favour of a motion to this effect is supported by two-thirds of the members of Senate present at the meeting to which the motion is put.

In the first case the Chair's decision is final.

- (c) That the procedure for amending these Standing Orders is as follows:
  - (1) Senate receives a written request (submitted to the Directorate of Governance and Assurance at least 10 days before Senate's meeting) setting out the proposed change(s) and the reasons for the proposal(s);
  - (2) a vote in favour of the proposal is supported by two-thirds of the members of Senate present at the meeting to which the proposal is put.

# Appendix C: Senate membership

## 2024/25

### Senate Membership, 2024-25

#### 1. The Vice-Chancellor and President: Professor Georgina Randsley de Moura

#### 2. The Deputy Vice-Chancellors (3)

Deputy Vice Chancellor, Academic Strategy, Planning and Performance	Professor Claire Peppiatt-Wildman
Deputy Vice-Chancellor, Education and Student Experience	Professor Richard Reece
Deputy Vice-Chancellor, Research and Innovation	Professor Shane Weller

#### 3. The Directors of Division (6)

Director of Division of Arts and Humanities	Professor Antonio Lazaro-Reboll
Director of Division of Natural Sciences	Professor James Hopker
Director of Division of Computing, Engineering and Mathematical Sciences	Professor Ben Cosh
Director of Division of Kent Business School	John Board (interim)
Director of Division of Human and Social Sciences	Professor David Wilkinson
Director of Division for the Study of Law, Society and Social Justice	Professor Iain Wilkinson

#### 4. Portfolio Directors (6) on a rotating two-year term of office

Director of Education and UG Student Experience x 2	Dan Lloyd – Division of Natural Sciences (to 31.07.26) Jane O'Mahony – Division of Human & Social Sciences (to 31.07.26)
Director of Research & Innovation x 2	Mark Batty - Division of Computing, Engineering & Mathematical Sciences (to 31.07.26) Dawn Lyon – Division for Study of Law, Society & Social Justice (to 31.07.26)
Director of Graduate Studies and PG Student Experience x 2	Ben Hutchinson– Division of Arts & Humanities (to 31.07.26) Zita Stone – Kent Business School (to 31.07.26)



**5. Representatives of academic staff (30):****5.1 Elected Heads of School/Subject (6)**

Head of School/Subject from Division of Arts and Humanities	Dr Alvise Sforza Tarabochia
Head of School/Subject from Division of Natural Sciences	Professor Mark Wass
Head of School/Subject from Division of Computing, Engineering and Mathematical Sciences	Janet Carter
Head of School/Subject from Division of Kent Business School	Vacancy
Head of School/Subject from Division of Human and Social Sciences	Vacancy
Head of School/Subject from Division for the Study of Law, Society and Social Justice	Vacancy

**5.2 Elected Academic Divisional Representatives (24):**

Division of Arts and Humanities x 4	Dr Claire L Jones (to 31.07.26) Dr Erik Mathisen (to 31.07.26) Vacancy Vacancy
Division of Natural Sciences x 4	Dr Lex Mauger (to 31.07.25) Dr Jose Ortega Roldan (to 31.07.25) Professor Nigel Mason (to 31.07.26) Vacancy
Division of Computing, Engineering and Mathematical Sciences x 4	Vacancy Vacancy Vacancy Vacancy
Division of Kent Business School x 4	Vacancy Vacancy Vacancy Vacancy
Division of Human and Social Sciences x 4	Dr Nadine Ansorg (to 31.07.26) Vacancy Vacancy Vacancy
Division for the Study of Law, Society and Social Justice x 4	Vacancy Vacancy Vacancy Vacancy

**6. Chair of Research Ethics and Governance Committee:** Professor Martin Michaelis

**7. Director of Graduate and Researcher College:** Professor Ben Hutchinson

**8. Dean for Internationalisation:** Dr Anthony Manning

**9. Professional Services Directors (4)**

Director of Education	Dr Bill Collier
Director of Research & Innovation Services	Kerry Barber
Director of Student Services	Dr Lucy Foley
Director of Information Services	Trevor Pereira

**10. Student representatives (5):**

The President of the Students' Union: Lulu Collins

Two sabbatical officers of the Students' Union:

Vice President (Academic Experience): Ayodele Okwusogo

Vice President (Postgraduate Experience): Claudia Moreira

Two elected student representatives: TBC (UG)

TBC (PG)

**Total Members: 34 (excluding vacancies and student representatives)**

**In Attendance:**

Director of Governance & Assurance (Secretary to Council). Head of Secretariat (Secretary to Senate).

Senate will have the authority to target attendance for certain items of business as the agenda dictates.

# Appendix D: Cover sheet

UNIVERSITY OF KENT

SENATE

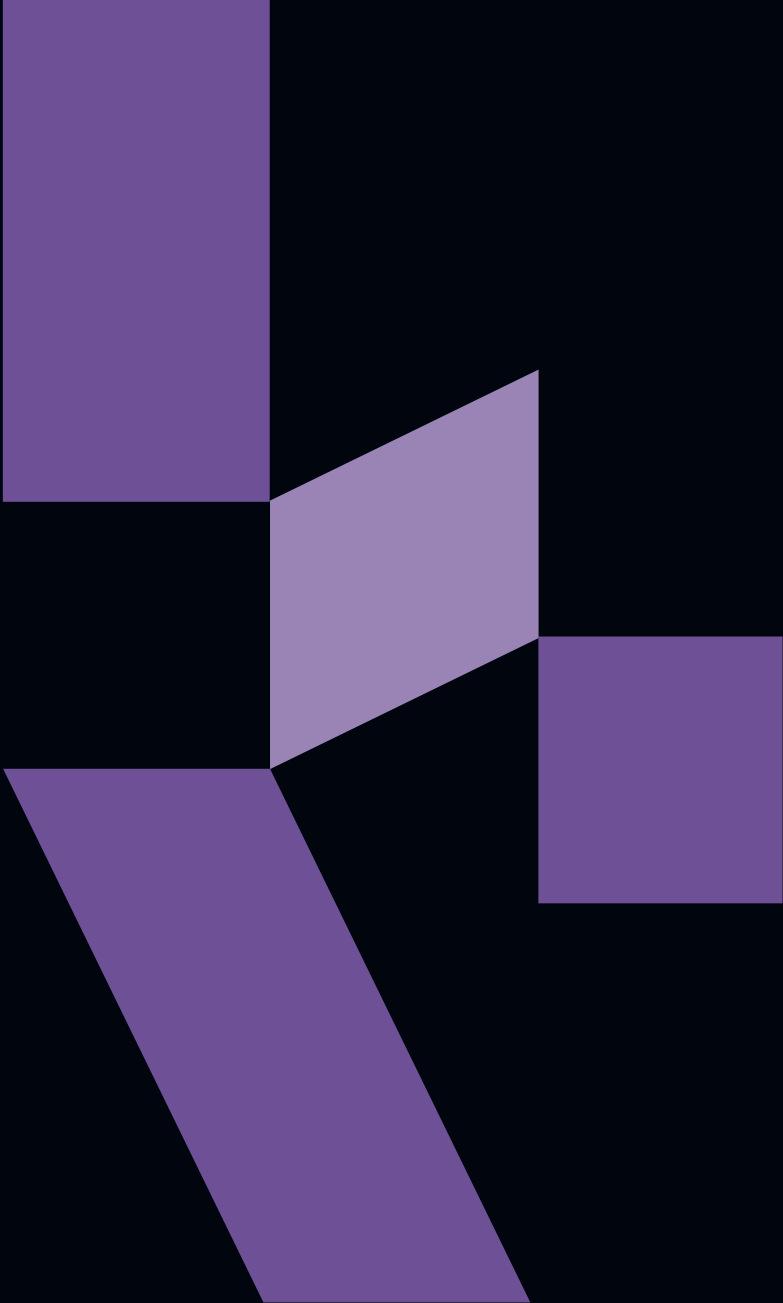
<b>Paper reference:</b>	[paper number]	<b>Paper classification:</b>	Green Paper / White Paper
			Open / Reserved
<b>Title:</b>			
<b>Author(s):</b>			
<b>Senate Meeting Date:</b>			
<b>University Strategy</b> (which of the strategic priorities does the paper relate to – please tick all that apply)			
<b>Education</b>		<b>Research &amp; Innovation</b>	
<b>Student Experience</b>		<b>Engagement &amp; Civic Mission</b>	
<b>Internationalisation</b>		<b>Recruitment</b>	
<b>Other</b>			
<b>Summary of Paper</b> (brief of key points, issues and any related risks in order to help focus discussion at the meeting)			
<b>Purpose of Paper</b> (what are you asking Senate to do – please tick all that apply)			
<b>For approval</b>		<b>For information / note</b>	
<b>Regulatory requirement</b>		<b>To canvas opinion</b>	
<b>To provide advice / expertise</b>		<b>To highlight an emerging risk or issue</b>	
<b>To highlight student/staff experience</b>			

Route Map for this Paper			
Committee	Date	Paper Reference	Action Requested / Taken
<i>e.g. Education Board</i>			<i>Recommend to Senate</i>
<i>e.g. ASQC</i>			<i>Recommend to Education Board</i>
<i>e.g. Working Group on Assessment &amp; Feedback</i>			<i>Agreed final version. Recommend to ASQC</i>

**For any queries relating to Senate, please contact:**

**The Directorate of Governance & Assurance**

**Senate@kent.ac.uk**



Governance and Assurance, Registry,  
University of Kent, Canterbury, Kent CT2 7NZ

[kent.ac.uk](http://kent.ac.uk)

University of  
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