Senate: 12.03.2026
Paper Code: SE2025.49

Queen Mary University of London

Senate

Paper Title	Minutes of the last meeting of Senate held on 11 December 2025.
Outcome requested	Senate is asked to **approve** the minutes of the last meeting.
Points for Senate members to note and further information	n/a
Questions for Senate to consider	n/a
Regulatory/statutory reference points	n/a
Strategy and risk	n/a
Reporting/ consideration route for the paper	Senate to approve.
Authors	Kaya Wiles, Executive Officer (Governance), Jane Pallant, Director of Governance and Legal Services.
Sponsor	Professor Colin Bailey, President and Principal

Queen Mary University of London

Senate

Unconfirmed Minutes of 11 December 2025

Present:

Prof Colin Bailey
Prof Helen Bailey
Prof Caroline Brennan
Prof Sir Mark Caulfield
Dr Giorgio Chianello
Prof Martin Coward
Dr Giulia De Falco
Prof Panos Deloukas
Dr Jayne Dennis
Dr Pedro Elston
Tushar Goyal
Dr Jürgen Groet
Dr Eleni Hagi-Pavli
Prof Michael Harker
Prof Andrew Livingston
Dr Michaela MacDonald
Prof Simon Macklin
Prof John Marshall
Prof Stephanie Marshall
Prof Wayne Morrison
Dr Sharri Plonski
Prof Thomas Prellberg
Prof Nitzan Rosenfeld
Maria Rubbani
Diya Mary Selastin
Dr James Strong
Prof Elizabeth Tanner
Prof Daniel Todman
Prof Christopher Tredwin
Prof Steve Uhlig
Prof Wen Wang

In attendance:

Prof Alison Blunt
Danny Hassell
Kristian Hibberd (Item 4)
Jessica Jeske (Item 4)
Prof Rachel Male
Prof Anthony Michael
Jonathan Morgan
Jane Pallant
Eshwinder Singh
Prof Nick Vriend
Kaya Wiles (Secretary)

Apologies:

Prof Amrita Ahluwalia
Prof Alp Atakan
Dr Oscar Bandtlow
Prof Adrian Bevan
Dr Georgia Black
Dr Erik Blair
Dr Marie-Luce Bourguet
Prof Christopher Bray
Prof Rob Briner
Prof Liam Campling
Dr Livia A Carvalho
Prof Mary Collins
Prof Ian Curran
Prof James Esson
Dr Lei Fang
Dr Timothy Fulton
Prof Elizabeth Gillow
Dr Abimbola Giwa
Prof Richard Grose
Prof Martin Knight
Prof Ioannis Kokkoris
Samarth Lakhanpal
Dr Philippa Lloyd
Prof Biagio Lucini
Prof Jo Martin
Prof Rachael Mulheron
Dr Ali Nankali
Dr Émilie Oléron Evans
Dr Anthony Phillips
Prof Simon Rawlinson
Prof Kathryn Richardson
Prof Abhishek Saha
Prof Hazel Screen
Dr Melanie Smuk
Prof Galin Tihanov
Prof Fiona Walter

Part 1: Preliminary items

Welcome and apologies

2025.67 The Chair welcomed members to the meeting and **noted** the apologies received.

Part 2: Matters for Discussion

Education and Student Experience Priorities (Presentation)

2025.68 Senate **received** a presentation on the Education and Student Experience Enabling Plan priorities. The priorities were to provide world-class education that was delivered consistently by world-class educators, to provide consistent advice and support for

students, and to have graduate attributes and employability embedded in the curriculum. Schools and Institutes were aware of and working towards the enabling plan priorities.

2025.69 Senate **noted** that the priorities aligned with the wider University response to the changing regulatory landscape, with a focus on skills and employability and the need for an integrated approach to quality and Office for Students (OfS) B2 conditions. Proposed changes to the Teaching Excellence Framework (TEF), where the amount a university could charge in fees would be linked to their TEF outcome, highlighted a need to improve efficiencies where possible.

2025.70 Senate **noted** the progress being made towards priority one (world-class education delivered by world-class educators). The standard of education and educators at Queen Mary continued to be enhanced. Queen Mary had successfully attained both a Collaborative Award for Teaching Excellence (CATE) and National Teaching Fellowship (NFT) award, and nine colleagues had achieved Advance HE Principal Fellowships (PFHEA). A rating exercise had been conducted as part of the recent programme review process and work was underway to support a reduction in the assessment burden.

2025.71 Senate **noted** that the launch of Ask QM was a significant milestone in the progress towards priority two (consistent advice and support for students). There were plans to analyse and categorise queries which would provide opportunities to proactively address concerns. Tendering had been launched for a learner engagement platform and associated student support system. Feedback from recent National Student Surveys (NSS) had also led to improvements to the library.

2025.72 Senate **noted** that priority three (embedding graduate attributes and employability into the curriculum) would be progressed by building upon the Active Curriculum for Excellence (ACE) approach, with a focus on embedding the Higher Education Achievement Report (HEAR) into processes.

2025.73 Senate **noted** the need to have ambitious approaches to tackle large-scale challenges. Success would require engagement and commitment at School/Institute-level with University-wide leadership to ensure consistency. Curriculum 2030 would also help consistency as it would clearly outline expectations and requirements. Involving colleagues at School/Institute-level during the development of initiatives could help to improve engagement during their implementation. Effective monitoring mechanisms would also be crucial to the success of new initiatives.

QMSU Executive Priorities for 2025-26 (Presentation)

2025.74 Senate **received** a presentation on QMSU's priorities for 2025-26.

2025.75 Senate **noted** the projects and key areas of work for the QMSU President, Faculty Vice-Presidents, Vice-President (Welfare) and Vice-President Liberation, International and Postgraduates). Senate expressed thanks to QMSU for their work and commitment to key issues.

Part 3: Matters for Approval

Winter Graduation and Academic Year dates 2026-27 (SE2025.26)

2025.76 Senate **received** a paper outlining three options for scheduling the 2026-27 winter graduations. The current semester dates and the Christmas closure dates would not

allow the requisite number of days available to hold the graduation ceremonies. Senate had discussed amending semester dates in October 2025, and it had been determined that further information would be required before a decision could be made. Senate expressed its thanks to the Director of Communications and Head of Events and Ceremonies for the additional information, including the details of consultations with relevant colleagues.

2025.77 Senate **approved** the proposed amendments to semester dates for 2026-27.

Academic Governance Review Update and Senate Board Structures (SE2026.27)

2025.78 Senate **received** an update on the academic governance review and **discussed** the proposed sub-board structure.

2025.79 Senate **noted** that the proposed governance structures had been informed by feedback and advice from colleagues. If approved, the revised structure would see the introduction of an Education and Student Experience Board and a (Senate) Research and Innovation Board. These overarching boards would be well positioned to maintain oversight of the Senate sub-boards within their respective remits.

2025.80 Senate **noted** that student representation would continue to be a feature of sub-board membership where appropriate. The Directorate of Governance and Legal Services (DGLS) would consult with QMSU in the usual way regarding the list of sub-boards with student membership.

2025.81 Senate **noted** the proposal to move the Partnerships Board into the management committee structures, with it therefore reporting to the Senior Executive Team (SET) meetings in place of Senate. The rationale for the move was to ensure that Queen Mary's strategic objectives informed decision making; however, the robust processes for scrutinising and approving partnerships would continue to be a key feature of the Board's work.

2025.82 Senate **noted** concerns that the revised structure could restrict the timely flow of information into Senate. The intention was to streamline the work of Senate and its Boards, however the volume of items being considered at boards would be reviewed and resources would be focussed where needed.

2025.83 Senate **noted** that the timings of meetings would be reviewed once all meetings were established to ensure items could effectively and efficiently progress through boards and to prevent unnecessary duplication of discussion.

2025.84 Senate **noted** that some Faculties had separate boards for education and student experience. This distinction should be taken into consideration when establishing faculty boards. It would need to be clear whether a board was acting in an information sharing, advisory, or decision-making capacity.

2025.85 Senate **noted** that the academic governance review's direction of travel had been approved by Senate in June 2025.

2025.86 Senate **noted** that further details on the education strand of Senate's board structure would be provided at the Senate meeting in March 2026.

2025.87 Senate **approved** the board structures and associated terms of reference and membership for the research branch of Senate sub-boards.

2025.88 Senate **endorsed** the direction of travel and associated terms of reference and membership for the education branch of Senate sub-boards. Terms of reference and membership would be reviewed by the chair and secretary for the relevant board and would be considered at the March meeting of Senate. It was suggested that the terms of reference should frame the context for each Board in terms of what it was doing on behalf of Senate, and how it would consult Senate and report action and outcomes. Once updated, the terms of reference for each board would mirror the Delegation and Decision-Making Frameworks.

Part 4: Matters for Report

OfS report on degree classification algorithms* **(SE2025.28)**

2025.89 Senate **noted** the Office for Students report on Bachelors' degree classification algorithms.

Minutes of the last meeting **(SE2024.29)**

2025.90 Senate **confirmed** the minutes of the meeting held on 16 October 2025.

Education Quality and Standards Board* **(SE2024.30)**

2025.91 Senate **noted** the executive summary of minutes from Education Quality and Standards Board (EQSB) meeting held on 19 September 2025.

Taught Programmes Board* **(SE2024.31)**

2025.92 Senate **noted** the proposals relating to programme and module academic developments that had taken place between 01 October 2025 and 25 November 2025.

Partnerships Board* **(SE2024.32)**

2025.93 Senate **noted** the executive summary of business considered by the Partnerships Board (PB) from 23 September 2025 to 11 November 2025.

Ethics of Research Committee* **(SE2024.33)**

2025.94 Senate **noted** the executive summary report of the Ethics of Research Committee (QMERC) meeting and action taken between 01 September 2025 and 31 October 2025.

Council Report* **(SE2024.34)**

2025.95 Senate **noted** the minutes of the Council meeting held on 09 October 2025.

Matters arising and Chair's actions* **(SE2024.35)**

2025.96 Senate **noted** the detail of Chair's actions and matters arising since the last meeting of Senate.

President and Principal's report* **(SE2024.36)**

2025.97 Senate **noted** the President and Principal's report.

Students' Union President's report* **(SE2024.37)**

2025.98 Senate **noted** the Students' Union President's report

Indicative Annual Plan for 2025-26* **(SE2024.38)**

2025.99 Senate **noted** the Indicative Annual Plan for 2025.26.

Part 5: Other matters

Dates of future meetings

2025.100 Senate **noted** the upcoming Senate meetings for 2025-26:

- 12 March 2026, 15:00-17:00
- 11 June 2026, 15:00-17:00

Any Other Business

2025.101 Senate **noted** that QMSU had been receiving queries relating to the definition of Islamophobia. It was further noted that the equality, Diversity and Inclusion Steering Group (EDISG) was best placed for this discussion.

2025.102 Senate **noted** that members whose term had been extended until December 2025, would have their membership further extended until March 2026. More information on the Senate membership and elections process would be discussed at the Senate meeting in March 2026.