

SENATE

Approved Minutes: Wednesday 27 January 2021 via Zoom

- Present: Principal,
Dr N Rattray, Dr Z Rattray, Professor V Phoenix, M Gorrie, Professor J MacKenzie, K Burns, R Cairns, V Welsh, R Wallace, A Corrigan, P Chambers, C Hillan, Dr A Nordon, Dr A Hewitt, Professor A Fletcher, Professor A Incecik, Dr B Keating, B Rapson, Professor B Wagner, B Green, Professor C Booth, Professor C McDiarmid, Dr D Harle, Dr C Gonzalez-Longo, Professor D Hillier, Professor D Willison, Dr E Compton-Daw, Dr G West, Dr H Grierson, Professor I Stewart, Professor I Rivers, Professor J Sefcik, Dr K Kavanagh, Dr L Bonnar, Professor P McKenna, Professor D Brodie, R McHugh, A Paddison, R Smith, Professor S MacGregor, Dr S Yang, Dr T Tezdogan, Professor T Bedford, Professor T Sharpe, Dr Y Demirel, Dr F Scott, Professor D Murphy, E Sneddon, E McIlhatton, Professor S Kuhr, Professor S Howick, Dr L Pritchard, Professor A Galloway, A McFarlane, Professor A McGann, Professor F Brennan, Professor J Delafield-Butt, Dr K Savage, Dr M Salamati, Dr O Romice, Professor E Shaw, Dr P Mulheran, Professor R Maguire, Professor S Reid, Dr Y Zhang, Dr S Brough, Dr M Cunningham, Dr B McNeil, Dr D Rotondo, A Merchant, Professor G Acheson, Professor T Hafford-Letchfield
- Attending: Dr V O'Halloran, A Gillespie, J Kyle, C Milligan, G Watt, S Wallace, A McCleave, Dr A Thomson
- Apologies: Professor W Kerr, Professor A Morton, Professor N Lockett, Dr J Pestana, Dr A McLaren, H Gould, Dr L Gibson, Dr K Mitchell, Dr L Dennany, Dr C Lindsay, M Schachtsiek, Professor I Cunningham, L Brownlow, Dr S McCool

OPEN BUSINESS

12474. Welcome

The Principal warmly welcomed Senators to the first on-line meeting of Senate in 2021; in particular, Professor Trish Hafford-Letchfield and Professor Barbara Fawcett who had recently been appointed as co-Heads of the School of Social Work and Social Policy sharing the leadership role.

The Senate meeting would be operating under a revised protocol to capture, record and promote engagement with the business of Senate while it was conducted on-line. This had been circulated in advance of the meeting. Senators were reminded that in addition to using the 'raise hand' function during the meeting, questions and comments could be posted within the Chat function for response post-Senate.

12475. Mark of Respect: Campbell Hunter

The Principal intimated the tragic death of Campbell Hunter as a result of an unfortunate accident on campus. Campbell was a first-year student studying English, Journalism and Psychology and lived on campus. The University community was deeply saddened by his death. Campbell was well-

known and liked, and his tutors described him as a brilliant, engaged, and enthusiastic student. Since the tragedy, our student support services have been in touch with Campbell's family and friends, and support remains available to anyone who has been affected. The Procurator Fiscal is currently investigating the circumstances of his death. Meantime, the University has assessed and secured the location of the accident ahead of modifications being carried out. Senate joined in a Minute's silence as a mark of respect to Campbell and his family. The condolences of Senate would be conveyed to the Hunter family.

ACTION: Senate Manager to intimate Senate's condolences to the Hunter family.

12476. Minutes of the meeting of 18 November 2020 (Paper S20-21-37)

Following an amendment to the wording of Minute 12455 suggested by the StrathUnion VP(Welfare) to replace 'comments' with 'concerns' in relation to the QC-led Independent Inquiry, the minutes were approved as an accurate record of the meeting.

12477. Matters Arising

No matters arising were noted.

12478. Report from Senate Business Committee (Paper S20-21-38)

The Vice Principal invited Senate to **note** the report of the Senate Business Committee which had met on 14 January 2021.

The Committee had reviewed the following:

1. The report of the Collaborative Provision Agreement (CPA) subgroup outlined in Appendix A, noting that the CPA subgroup had processed three agreements (a new financial agreement, a new collaborative agreement and a renewal of an existing collaborative agreement) which are detailed in the Faculty reports to Senate.
2. The Committee agreed the business agenda of Senate's meeting of 27 January 2021.
3. The Committee reviewed the reports submitted for the Senate meeting which, subject to minor refinements, were approved by the Committee. Proposed revisions to the University's No Detriment Policy would be brought to the March Senate. The Head of School of Education and the Vice-Dean Academic (HaSS) had liaised with StrathUnion representatives ahead of Senate to provide an update on the evolving position regarding the availability of student placements.
4. Members were reassured to note that the operational reports reflected the ongoing rigour of governance processes in terms of institutional policy and regulatory developments.
5. Requests for Senate's attention and approval were highlighted; with a recommendation that Senate give its formal approval to reports as noted below (Minutes **12486 – 12498**).

12479. Principal's Report and Update

External Environment and Covid-19 News

Since the last Senate meeting, there had been significant change in the COVID-19 picture with new - more transmissible - strains emerging that necessitated decisive action to slow the spread of the virus with mainland Scotland now under temporary lockdown rules, pending review on the 2 February 2021.

The University continued to be involved in discussions between the sector and government, and our own plans have been carefully developed to enable us to respond to the changing environment. The vast majority of students were learning online, with only very small numbers of students on campus for essential, and time-limited, teaching and research.

The wellbeing of staff and students continued to be at the heart of Strathclyde's decision-making. In December, the Executive Team agreed to provide a further £200k to the student hardship fund to provide emergency support for students who are struggling financially as a result of the pandemic. The University welcomed the Scottish Government's announcement of £20M of additional support being provided across HEIs with £10M for rent rebates. The re-introduction of Friday Rest and Recuperation days during lockdown to support staff with challenging personal circumstances had been well received.

The accelerated roll-out of the vaccine offered a degree of optimism and our **asymptomatic testing** centre at the Barony Hall will remain available for students when they plan their return once current restrictions are lifted. In the meantime, the University will continue to focus on wellbeing and Senators were encouraged to signpost teams to the wellbeing support that was available on the [Wellbeing & Working from Home Hub](#).

The Principal took the opportunity to thank Senators for their contributions during the last year, noting their involvement in the successful migration to digital platforms and in maintaining the University's academic governance in challenging circumstances.

Vision 2025

The University continued to make positive progress towards Vision 2025 KPIs. The Executive Team had held a dedicated strategy session earlier this month to continue the focus on delivery of the Strategy; it was an energetic and exciting session that redoubled our commitment to the next stage of Strathclyde's successful journey.

Launch of Strathclyde Inspire

The University's sector-leading Entrepreneurship Strategy maps out a significant scaling-up of our activities and opportunities for staff, students and alumni. The strategy outlines our commitment to providing 'Entrepreneurship for All' by challenging staff and students to develop an entrepreneurial mindset, whatever their situation or ambition. Our new flagship entrepreneurship programme, [Strathclyde Inspire](#), will see the development of a state-of-the-art Entrepreneurship Hub in the heart of Glasgow City Innovation District (GCID), investment opportunities for companies started by students, staff, alumni partners, and support from our eight newly-appointed Senior Enterprise Fellows from business and industry to encourage and support the next generation of entrepreneurs. Our strategy represents a catalyst for positive change, bringing economic benefit and social impact to communities as we move through the Coronavirus Pandemic and towards the recovery phase.

Heart of the Campus Project

The University's ambitious plans to transform Rottenrow Gardens and the surrounding streets had been given the green light by Glasgow City Council following approval of the University's planning application in November. The investment would create a vibrant, climate-resilient and inspirational space to enhance the experience of students and staff, and would be accessible to all. The space was designed with sustainability and biodiversity at the fore, and will include a timber covered walkway across the gardens with expanded seating and event space, improved footpaths and walkways, and 'smart' features including solar panels, electric bike charging points, wi-fi, and seating with shelter from rain and sun. Having received planning permission for the Heart of the Campus project in November, the legal process to formally adopt the roads around the gardens from Glasgow City Council was underway, to make a safer, pedestrian-first space for the University community. Meantime, the Council had agreed to the temporary pedestrianisation of the streets under the Spaces for People process, allowing those on campus to move more freely, with physical distancing in mind.

National Manufacturing Institute Scotland (NMIS)

Construction had started on the flagship National Manufacturing Institute (NMIS) Scotland facility. The main contractor had begun work on the foundations of the building on the 3.5 hectares site (for comparison, ~1.5 times the size of Hampden Park football pitch) near Glasgow Airport. Strathclyde

is the anchor University for NMIS and the project underlines the importance of higher education to the UK's economic recovery. Work had begun as the Scottish Government launched its Manufacturing Recovery Plan – a major part of Scotland's rebuilding efforts following the pandemic.

Global Talent Attraction Programme

In addition to ongoing investment in the campus, the University was continuing to invest in our people – most recently through the next phase of the Global Talent Attraction Portal (GTAP). The Faculties were planning to appoint up to 20 new professors and 20 Chancellor's Fellows across a number of disciplines.

Research Excellence Framework 2021

The deadline for the Research Excellence Framework (REF) 2021 submission was 31 March 2021 and the University was expected to submit 780 researchers - an increase of 230 (41%) on the total of 550 researchers returned in the previous REF submission.

Health & Care Futures: Pioneering Better Health

The University had now formalised its long-standing collaboration with NHS Lanarkshire, working together to tackle key health and care challenges facing society. This strategic partnership saw the awarding of 'University Status' to NHS Lanarkshire. Work in this area was being led by **Health & Care Futures at Strathclyde**, a new cross-University collaboration, which will make an effective and sustained impact on the future of health and care in the UK and beyond. An example of Strathclyde's innovative health research in action was our multidisciplinary involvement in the Care & Equity - Logistics UAS Scotland (CAELUS) project, a leading-edge trial of the UK's first national distribution network to use drones to transport essential medicines, blood, organs and other medical supplies throughout Scotland.

GTRSB into HE Pledge

Strathclyde recently became one of the first five signatories to a pledge that commits to support access to HE for the Gypsy, Traveller, Roma, Showman and Boater (GTRSB) communities. Recognising that these communities are under-represented in HE, the University will take a number of actions this year to improve support, including a named contact for GTRSB students, developing guidance for staff regarding the experiences of GTRSB communities in education, and seeking opportunities to celebrate GTRSB culture.

Strathclyde People

Congratulations were extended to the following individuals in recognition of their achievements:

- Professor Allister Ferguson was awarded a CBE in the New Year's Honours List for services to science and industry.
- Charandeep Singh, Strathclyde alumnus and former Student Union President and who founded the Sikh Foodbank, was awarded a British Empire Medal.
- Professor Ian Ruthven was announced as the 2020 winner of the Tony Kent Strix Memorial Award by the UK Electronic Information Group. The annual award recognises outstanding practical innovation or achievement in the field of information retrieval.
- Strathclyde has been awarded six British Council Scholarships for Women in STEM for candidates from South Asia in the field of Energy Transition, worth a combined £210,000. The funds will cover all costs related to study for one-year Masters degrees.
- Laura Evans, PhD student in Chemistry, won the prestigious Robertson Medal from the Carnegie Trust for the Universities of Scotland. The medal is presented annually to the most outstanding student on its PhD scholarship programme. Her research focuses on developing treatments for pancreatic cancer.

12480. QC-led Independent Inquiry - IRIG Update

The University Secretary and Compliance Officer provided an update to Senate on the progress of the **Inquiry Recommendations Implementation Group** (IRIG) initiated in response to the outcome and report of the QC-led Independent Inquiry into the behaviour of Kevin O'Gorman, published on 9

November 2020 and reported at the last meeting of Senate. IRIG met for the first time on 9 December 2020 and was scheduled to meet again on 2 February 2021 and monthly thereafter. The USCO outlined the remit of the Group: on the basis that sexual misconduct and other inappropriate behaviours have no place in higher education, the Group would: (i) facilitate the implementation of the recommendations from the independent QC inquiry; (ii) consider opportunities to go beyond the scope of the QC report to identify other policies, actions and initiatives to create an even stronger and safer culture and environment for all; and (iii) ensure its work is informed by academic research, published material and the experience of other institutions in the UK and beyond.

The Principal had opened the first meeting by highlighting the importance of the work of the group, confirming institutional commitment, thanking the participants, noting the broad representation and the determination to involve the wider university community through workshops and presentations. This had been followed by an excellent open discussion on members' expectations and aspirations for the outcomes from the Group's meetings. The collective determination was to address not just sexual misconduct but also other inappropriate behaviours. The wider community will be involved through a series of themed workshops which would focus on behaviour and culture change. A website would be established.

Since then, a workshop had been held with the 10 student senators as well as the USCO, the Director of Student Experience and Associate Principal Professor D Brodie, featuring an open and frank exchange of views. Key outcomes for the IRIG were:

- that language played an important role in ensuring appropriate behaviours.
- that training on sexual harassment was critical
- that the work of the Group should be informed by internal and external expertise.

The Principal thanked Dr O'Halloran for this update and pledged that he and the Executive Team would be among the first to participate in Bystander and First Responder training.

ACTION: Executive Team to participate in Bystander and First Responder training sessions.

12481. Faculty Reflections on Semester 1

Senate noted with interest a presentation on Faculty Interim Reflections on Learning and Teaching and the Formal Assessment Period in the First Semester of AY 2020/21, with an overview from the Vice-Dean Academic (Science), reflecting achievements and feedback from staff and students and featuring particular highlights and innovative approaches introduced by Vice/Associate Deans from each Faculty.

The planned approach where the University transitioned from initially online to blended learning with an increase in on-campus activity during the first semester had not been possible for all, due to evolving Scottish Government guidance, but had taken place in some areas. Instead, Semester 1 had seen (i) the successful development and delivery of all undergraduate and postgraduate provision predominantly online, maintaining a balance between synchronous / asynchronous activity and (ii) the successful completion of the formal assessment period in December 2020 online.

Staff reflections included:

- The established SOTAY framework which extended into Departments / Schools ensured communication across the University was good
- Consistent and clear communications with students were maintained by Departments and Schools throughout the semester
- The timeframe for the development of online material was challenging but the commitment and enthusiasm of colleagues was commended
- No Detriment Policy was currently being revised in consultation with key stakeholders for March Senate.

Student feedback included:

- Appreciation for the support from Departments and Schools. Found it helpful to be able to review material when convenient for them.
- Appreciation for the IT provision made through the Digital Inclusion Fund.
- Grateful that the library was available.
- Appreciation for guidance on assessment and additional time to complete assessments during the formal assessment period.
- Missing the opportunity to socialise and feel part of a community.

The Principal thanked all colleagues including the Vice Principal and Director of Education Enhancement for their collective input in supporting the online transition of learning, teaching and assessment so successfully during Semester 1 – an example of Team Strathclyde at its best.

12482. NSS Update and Preparations

The Director of Education Enhancement presented Senate with reflections on NSS 2020 outcome performance and an update on preparations for NSS 2021 including institutional planning and key dates. For NSS 2021, the core survey questions would not change, but additional COVID-19-related questions would be included. Data on the latter would not be published at course level but providers would be able to see their own data. No optional or provider-specific questions had been selected by Strathclyde. The UK survey dates were 6 January - 30 April 2021 and UK Strathclyde students will be contacted from 25 January 2021 onwards. Senators were encouraged to review the [NSS 2021 Operational Sharepoint Site](#) for guidance notes and links to sample student communications and the IPSOS Mori NSS Good Practice Guide.

A *Shaping the Future* Survey had been conducted by Education Enhancement in January 2021, capturing student reflections on Semester 1 involving UGs, PGTs and PGRs which had generated good response rates across all levels and an even Faculty spread.

It was highlighted that the Learning & Teaching Improvement Forum scheduled to take place on Wednesday 3 February would provide an opportunity to reflect on Semester 1 and share good practice for Semester 2 and beyond.

The Principal invited each of the Executive Deans in turn to complement this presentation with an update on Faculty preparations and areas for attention for AY 2021. Key areas of common focus included Assessment and Feedback, Student Voice, Organisation and Management with an emerging theme of Student Community, arising this year as a result of remote learning. Student engagement activities and events were being organised at local level to share reflections and identify priorities. NSS 2021 featured prominently on the agendas for relevant Faculty Committee and Heads of Department meetings and actions identified from NSS 2020 were being implemented. Senate was reassured that Faculties were focussed on achieving good response rates and outcomes.

The StrathUnion VP Welfare stated that, although it was not StrathUnion's position, he was aware that some students were discussing a boycott of NSS 2021 on the platform of tuition fee refunds. The Principal responded that this was unfortunate and disappointing that feedback from these students would not be captured.

12483. Student Recruitment and Financial Update

The Director of Strategy and Policy and Chief Financial Officer presented Senate with a focussed update on student recruitment for 2020/21 (following an intake of Masters students in January 2021) and details of the current financial forecast on the 2020/21 budget respectively.

Despite an earlier shortfall in international recruitment at the start of the academic year, it was reported that, following the introduction of January 2021 intakes across 29 Masters programmes, ~180-200 students had registered in January 2021 including ~150 from overseas. Although the final

numbers were still settling, this reflected a positive position and may inform strategy for recruitment in January 2022.

It was reported that, despite a shortfall in tuition fees as well as other income (eg Catering, Events, Halls of Residence) against the Q1 Forecast, the University remained in strong financial health with a good balance between risks and opportunities. In terms of outlook, the Q2 Forecast was currently underway and would be completed in February and budget planning had started. Key to this process would be forecast accuracy and monitoring.

12484. Student Voice

The StrathUnion President provided a Student Voice update, highlighting the following areas of interest:

- Senate's silent mark of respect for Campbell Hunter and his family was appreciated and described as a 'lovely touch'.
- The University's No Detriment Policy, which had been successful last year, was being reviewed for presentation to the March Senate which would provide relief from uncertainty for students. The Director of Education Enhancement added that the package of measures already in place required to be factored into any proposed updated versions of the Policy.
- The University's position on rent rebates for students unable to reside in the Halls of Residence due to restrictions in place to suppress the spread of COVID-19 was welcomed and it was hoped that this could be extended to postgraduate students. The financial support announced by the Scottish Government was also welcomed.
- The shortened timeframes in place to complete assessments and examinations during the formal assessment period in December 2020, compared with previous on-line assessments during 2019-20, had proved to be problematic for some students with accessibility / connectivity issues or caring responsibilities.
- The recorded content provided for students has been well received, particularly for students studying in different time zones or those with caring or home-schooling responsibilities.
- The biggest StrathUnion general meeting in years had recently taken place on-line with over 130 attendees – the level of engagement had been good.
- The window for nominations for the StrathUnion Elections (officers and representatives) was now open and participation was encouraged.
- StrathUnion welcomed its role in Inquiry Recommendations Implementation Group (IRIG) initiatives, promoting culture change around abusive behaviour.
- An emerging area of concern during these unprecedented times was student mental health with reports to StrathUnion suggesting that a threshold had been crossed and that the vast majority of students were now adversely affected. The University's increased investment in student wellbeing services could make a significant impact and students were being encouraged to take opportunities to talk about this issue. The StrathUnion President asked Senators for help in signposting wellbeing services to students during lectures and tutorials and via Myplace. The Director of Student Experience reiterated that there had been significant investment in Mental Health and Wellbeing Services for students including counselling, groupwork, a *How to Attain Happiness* module, Rape Crisis and an Early Intervention Team with access to Disability and Wellbeing Services currently being provided on-line.

ACTION: Senate agreed that an 'all staff' communication would be circulated to help signpost students to Mental Health and Wellbeing Services.

12485. Learning and Teaching Building Update

B Green, Deputy Associate Principal (Learning and Teaching), presented Senate with an update on the progress of the development of the transformational spaces in the Learning and Teaching Building showing visuals of the various internal floors including the functional open space for StrathUnion off Richmond Street, visuals of the external Plaza area and plans for the Heart of the Campus. It was anticipated that the site would be handed back to the University by Balfour Beattie

by the end of February 2021 but transitioning to occupancy would be dependent upon the relaxation of current COVID-19 restrictions hopefully by the start of AY 2021-22.

Committee and Faculty Reports to Senate

12486. Executive Team Report (Paper S20-21-40)

Senate **noted** the report.

12487. Court Report (Paper S20-21-41)

Senate **noted** the report.

12488. Education Strategy Committee Report (Paper S20-21-42)

Senate

- **noted** the report; and
- **approved** the introduction of the following (Papers S20-21-53 / 54 / 55 / 56 respectively):
 - Guidance for PGR Students who Support Teaching and Teaching-related Activities, with immediate effect.
 - Undergraduate and Postgraduate Taught General Regulations for introduction in 2021-22.
 - Amendments to Postgraduate Research Degree Regulations for introduction with immediate effect (subject to systems development taking place) or, alternatively, for academic year 2021-22 if systems development cannot take place by January/February 2021.
 - Student Academic Representation Policy, with immediate effect.
- **approved in principle** the following (Paper S20-21-52), subject to the incorporation of enhancements to the narrative around Student Welfare and Student Voice, to receive final approval by Senate Business Committee on Senate's behalf:
 - Code of Practice for Postgraduate Research Students, with immediate effect.

12489. Student Experience Committee Report (Paper S20-21-43)

Senate **noted** the report.

12490. Quality Assurance Committee Report (Paper S20-21-44)

Senate

- **noted** the report; and
- **approved** the following requests for extensions to moratoria:
 - from the Strathclyde Business School for a one-year extension to an existing two-year moratorium for a thesis.
 - from the School of Education for an extension to an existing two-year moratorium for a PhD thesis.

12491. Learning Enhancement Committee Report (Paper S20-21-45)

Senate **noted** the report.

12492. Research and Knowledge Exchange Committee Report (Paper S20-21-46)

Senate **noted** the report.

12493. Strathclyde Business School Report (Paper S20-21-47)

Senate

- **noted** the report from the Strathclyde Business School;
- **noted** the renewal of the Collaborative Articulation Agreement with:
 - Chiang Mai University (CMU), Thailand;
- **approved** the introduction of the following new programme, from 2021-22:
 - MSc in Economics and Policy of Energy and Climate Change; and
- **approved** the withdrawal of the following programme:

- MSc in Global Energy Management.

12494. Faculty of Humanities and Social Sciences Report (Paper S20-21-48)

Senate

- **noted** the report from the Faculty of Humanities and Social Sciences;
- **noted** the appointment of a new Associate Dean Undergraduate with immediate effect;
- **approved** the introduction of the following new programmes:
 - MSc Counselling and Psychotherapy from 2022-23
 - MPhil in Criminology from 2021-22
 - MPhil in Public Health and Health Policy from 2021-22;
- **approved** the amendments to
 - Pre-Entry Access;
- **approved** the withdrawal of the following programmes:
 - MSc Social Services Management
 - MSc Refugee and Migration Studies
 - MSc Media and Communication Research;
- **approved** the Collaborative Agreement with
 - Castle Rock Edinvar PhD Partnership, retrospectively from April 2019; and
- **approved** the introduction of the MSc Clinical Health Psychology Prize from 2020-21, subject to ratification by the Quality Assurance Committee.

RESERVED BUSINESS

Senate

- **approved** the following requests for regulation waivers:
 - Waiver of Regulation 15418.UG.4.
 - Waiver of Regulations 15414.UG.7, 15414.UG.8, 15414.UG.11 and 15414.UG.14.
 - Waiver of Regulation 19.133.5.

12495. Faculty of Engineering Report to Senate (Paper S20-21-49)

Senate

- **noted** the report from the Faculty of Engineering; and
- **approved** a Collaborative Agreement with Kaduna State University, Nigeria (KASU)

12496. Faculty of Science Report to Senate (Paper S20-21-50)

Senate

- **noted** the report from the Faculty of Science;
- **approved** the introduction of the following new programmes from 2021-22:
 - MSc Advanced Computer Science with Artificial Intelligence
 - MSc Applied Statistics (suite of online programmes); and
- **approved** the withdrawal of the following programme from September 2021:
 - BSc Hons Business Information Systems

RESERVED BUSINESS

Senate **approved** a Waiver of Regulation 19.22.104.

12497. Revised Complaints Handling Procedure (Paper S20-21-51)

Senate

- **noted** the revisions to the University's Complaints Handling Procedure (CHP), **agreed to approve** and **recommend** the new model to Court for implementation from 1 April 2021; and
- **noted** that the recommendations from the Independent QC-led Inquiry relating to complaints will be implemented through the guidance that will accompany the new model CHP, in consultation with the Inquiry Recommendations Implementation Group (IRIG).

12498. Honorary Degrees (Paper S20-21-52)

The Vice Principal was invited to introduce a strictly confidential report from the Honorary Degrees Advisory Committee proposing eight nominations for honorary degrees, for consideration and comment by members within two weeks (by 10 February 2021) via the Senate Manager.

[**Senate Manager's note:** No feedback was received from Senators by the stated deadline and the proposed nominations were approved accordingly.]

JFK

03/02/2021

Approved 24/3/21