University of Strathclyde

SENATE

Minutes: Wednesday 14 September 2011

Present: Principal (in the chair)
Professor V Belton, Professor S Bolton, Dr S Brough, Professor D Christie, Mr T Collins, Professor B Conway, Dr P Davies, Dr D Dixon, Dr J Ferguson, Mrs E Figgins, Dr H Fraser, Professor J Fraser, Dr M Grant, Dr D Grierson, Professor S Hart, Dr M Higgins, Professor K Ibhe, Professor A Kendrick, Professor W Kerr, Professor D Littlejohn, Professor S McArthur, Professor S MacGregor, Professor P McGregor, Professor A McGrew, Dr A McLaren, Professor X Mao, Professor R Martin, Professor K Miller, Dr D Nash, Dr N NicDaeid; Professor D Nickson, Professor K Norrie, Dr K O’Gorman, Professor M Poustie, Dr C Prior, Dr S Rasmussen, Professor I Ruthven, Dr C Schaschke, Professor P Skabar, Dr O Sutcliffe, Dr S Tagg, Dr A Urquhart, Dr D Willison, Professor P Winn, Dr J Young, Mrs L Young

Attending: Mr H Hall, Mr C Singh, Ms R Maxwell Stuart, Professor D Hillier, Mr Brian Green, Professor C Grant, Professor T Bedford,

Apologies: Professor S Carter, Professor M Dawson, Dr T Furniss, Professor I Hunter, Dr P McKenna, Professor S Marshall, Professor C Mason, Dr V O’Halloran, Dr E O’Neil, Dr R Rogerson, Dr S Terzis

Welcome
The Principal welcomed members to the first meeting of the new session. He particularly welcomed new members and the new representatives from the Students’ Association.

Obituary
Senate stood for a minute’s silence to mark the passing of:

- Professor Bill Tyler, former Head of Department of Librarianship, Dean of the School of Arts and Social Studies and former Vice Principal of the University who died 23 June 2011.
- Dr Penny Munn, Reader, School of Education, former Senior Research Fellow, Department of Psychology who died 1 June 2011.
- Dr Eve Marie Lutz-MacKenzie, Senior Lecturer, Strathclyde Institute of Pharmacy and Biomedical Sciences who died 20 August 2011.

11469 Minutes of the meeting of 22nd June 2011

Senate approved the Minutes of the meeting of 22nd June 2011.

11470 Matters arising – HASS Restructuring (Item 11463)

The Dean of HASS informed members that Court had approved all of the recommendations made to it by the last meeting of Senate regarding phased withdrawal from Community Education, Music and Geography and a restructuring of Sociology.
The Faculty had now moved into the implementation phase. A web portal had gone live to provide information for students and address their concerns. Consultation was underway with staff and with the Unions and transition arrangements would begin to be implemented from October. A phased plan for staffing and student support would be taken forward with separate arrangements being made for postgraduate research students with whom meetings would be held over the next few weeks. Regular meetings were also taking place with USSA.

The Dean wished to record his appreciation to staff in the affected areas who had worked very effectively to ensure continuity planning was in place. Senate would receive regular updates throughout the session.

11471 Convenor’s Action

Senate noted and endorsed the actions taken by the Principal on its behalf as detailed in Paper 3.1.

11472 Principal’s Report and Correspondence

The Principal updated Senate on the following:

- The Scottish Government was expected to announce a three year budget by the end of the month.
- The Education Secretary had been meeting with Principals and with Universities Scotland. These exchanges had been constructive and the Education Secretary had recognised that research excellence was fundamental to the health of the economy and that universities were valuable to the economy at large. It was envisaged that a “something for something” agreement would be necessary. Equivalent meetings had taken place with Further Education college Principals and it was anticipated that there would be more re-shaping of the college sector. Strathclyde would continue its relationships with colleges through articulation arrangements.
- The Education Secretary was speaking to Parliament that afternoon about the Post Sixteen Learner Journey. Towards the end of the meeting Senate was informed that he had covered the following points:
  - Aim to facilitate a faster/smooth learner journey
  - Increase in Collaborative activity
  - There would be college mergers
  - Scotland must be maintained as a leader in research
  - There would be a new statutory duty on widening access
  - Research funding would be consolidated in fewer universities encouraging collaboration
  - A single Knowledge Exchange Office would be established
  - The Funding Council would be given greater powers of direction
- A consultation on the proposals would run until December.
- A panel had been formed to look at university governance. The Panel was being chaired by the Principal of Robert Gordon University, Professor Ferdinand von Prondzynsky and included representation from students and unions. A call for evidence was ongoing and the University’s response would be available soon. USSA was also preparing a response. The report was expected at the end of the year. It was noted that an internal review of governance was ongoing which would review in detail the workings and functions of Court and other committees.
- The Executive Team was holding an extended meeting at the end of the week. Its focus would be to emphasise the Strathclyde way of working and building greater trust between academic departments and professional services.
• The Principal expected to be directly involved in the Learning and Teaching portfolio in order to support improvements corresponding to gains made in Research and Knowledge Exchange.

• The new portfolios of the Executive Deans would be announced taking forward the work formerly undertaken by the Deputy Principals.

• His Royal Highness the Duke of York, in his role as Special Representative for International Trade and Investment, formally marked the start of construction work at the site of the University's Power Network Demonstration Centre (PNDC).

• Strathclyde was the only Scottish partner in the High Value Manufacturing TIC and was taking a leading role in the Scottish bid for the TSB Offshore Renewable Energy TIC.

• The South Korean Government had chosen Georgia Institute of Technology in the United States as a partner in its programme to promote contacts between the Higher Education sector and Small to Medium Enterprises. It was anticipated that it would announce a similar partnership in Europe in October and it was looking promising that Strathclyde would be the partner of choice.

• Major research funding wins had been achieved across the Faculties including several from the EPSRC, ERC and European Union.

11473 Update on TIC

The TIC Executive Director updated members on the progress of the TIC project. The project was now 4% through spend and 35% through design. A planning application had gone in for the building and it was hoped that the result would be known by the end of the year.

To date there had been good academic engagement and this momentum had to continue and increase for the project to succeed. The project was required to demonstrate value for investment and Court Business Group have asked to see the figures showing this.

The business case had been developed with Academic Research Group Leaders and focused to date on research. The Project Team was now interested in ideas of how to build on this across the other activities of the University and how to ensure the Project added value to the whole Institution.

The Business Case would be submitted to Court for approval and then the planning and design would be signed off, it was hoped that this could be achieved during October. Work would begin to clear the site in January with the tender for the building contract going out in February for a June 2012 start. The building was anticipated to be ready for occupation by the end of 2013. Transition planning would take place from October 2013 with a view to ensuring a functional building by March or April 2014.

Academic engagement would be split into two operating groups – an operational implementation group which would ensure the infrastructure was fit for purpose and a wider developmental group looking to build wider academic engagement across the University and ensure the project adopted the Strathclyde way of working. It was noted that both Industry and the Scottish Government were enthusiastic and wanted to see this project up and running.

The Head of the School of Law noted the opportunities provided by the TIC. He raised a concern whether the European Investment Bank (EIB) loan, which was partly financing the TIC development, would adversely affect the University’s
budgeting given the need to stick strictly to the budget given and report at regular intervals. He voiced concern that the University as a whole would move towards fixed budgets from which deviation would only be permitted if additional income was raised. He wished to ensure the impact on the rest of the institution was minimised.

The TIC Executive Director responded that the TIC would adhere to the conditions of the loan but could not answer for the remainder of the institution.

The Principal requested that the Head of the School of Law meet with the Chief Financial Officer to gain clarity on this issue and report back to the next meeting of Senate. Action: Head of Law School

A member noted that the business plan assumed that in 2011/12, a forecast resource investment of £5m would be required to deliver the income growth projections in YR1 and beyond. He asked whether this was only for year one and what would happen in years two and three. The TIC Executive Director replied that this estimate was for the first year only and that the TIC would need to quickly show a return in investment through industry investment in the following years. The Principal noted that the Scottish Government considered the TIC to be one of the main drivers in the Low Carbon Economy which was high on its agenda. The TIC was therefore being seen as a national investment and not only one for the University.

A question was also asked regarding the increase in foot and car traffic in George Street resulting from the new building when it was operational. Senate was assured that this would be borne in mind, however, discussions were still underway at the Council regarding potential pedestrianisation of the area.

The TIC Executive Director then showed Senate some pictures of how the TIC building would look to give an indication of its size and visibility. These pictures would be made available for members to view on SharePoint.

11474 Rest of UK Fees

The Vice Principal reminded members that the English sector planned to increase the fees charged to students to a maximum of £9000 per annum from 2012/13. In order to avoid fee refugees coming to Scotland and to help reduce the funding gap, the Scottish Government was allowing Scottish Universities to set their own fees for students from England, Wales and Northern Ireland up to a maximum of £9000 per annum. Currently these students paid around £1800 per annum and the University also received an element from the Block Grant for them. In future there would be no Block Grant to cover UK students from outside Scotland. The University was looking at the Unit of Resource and the cost of running courses to determine where to set the fee level.

Some other institutions had already announced their fees which ranged from £6750 to £9000 per annum for a four year degree, packages offering four years for the price of three or direct entry to second year.

Strathclyde attracted around 3% of the rest of UK student population currently studying within Scotland. This amounted to around 450 students, the majority of whom came from Northern Ireland, focused on specific programmes. It was anticipated that almost 60% of these students would be retained simply through the lack of comparable courses elsewhere. Discussions were ongoing at Court Business Group, Executive Team and with USSA on what level the fees should be set at,
should fees vary between courses and should a three year Honours degree or direct entry to second year be considered. The University was also planning to create new bursaries and scholarships to support these students although there was no requirement in Scotland to do this. A decision had to be made and published by the end of the month.

Members raised the issue of flexibility and the need to meet the requirements for accreditation in many courses. Concerns were therefore expressed about direct entry to second year and the restructuring that would be necessary in some courses to facilitate this. Suggestions were made around introducing specific three year courses aimed at those with A level equivalent qualifications or introducing intensive induction or pre-training courses to cover pre-requisite material to allow entry to second year. These, however, would take time to design and introduce. Resistance was expressed to the idea of a “free” year.

Questions were asked about the current Unit of Resource, the current average received for RUK students and whether numbers of RUK students would be capped in future. The current Unit of Resource varied between £4000 to £9000. However, it was noted that the University could not be seen to set significantly lower fees than its direct competitors. The University would need to limit numbers based on capacity to ensure the quality of the student experience and maintain staff-student ratios. The concerns expressed by the Scottish Government regarding the fees announcements made by some Universities may lead to further legislation in the future.

The President of USSA asked about the support package being considered noting that some English institutions were offering up to £8000 in assistance. The Principal noted that institutions in England had had two years in which to plan for the fee increases and that the awards they were making were means tested. He assured members that the University intended to take a structured approach to bursaries which was fair and was committed to enlarging the existing structure to provide a broader based package with opportunities for all students.

Members noted that in Northern Ireland the fee for home students was pegged at £3000 and that there was an undersupply of places. An increase in the number of home places was expected but this may leave the students with lower grades looking for places elsewhere in the UK. Northern Ireland’s institutions were charging £9000 in fees to students from the rest of the UK.

A final draft proposal would be considered at Executive Team and then forwarded to the September meeting of Court.

11475 INTO – Foundation Programmes

Associate Deputy Principal Grant informed members that there had been substantial activity on business, legal and academic issues since the last meeting. The academic framework was developing as reported to Senate in June. An issue remained to ensure that suitably qualified/accredited staff were available for the programmes linked to Business School courses. It would also be important to ensure the academic standards of the foundation programmes and a good standard of student achievement. Students would not be directly registered to a Faculty but to the University and Registry had been investigating ways of achieving this. Work was also underway on the pre-masters programmes.

Target numbers of students would be agreed with Faculties on an annual basis and Faculties would not be expected to absorb additional numbers without additional
resources. A balance would need to be achieved between what the market could
offer and what the University could cope with. Student numbers may be capped on
some programmes or investment made to meet a strong demand for a particular
course. A member requested further information at Faculty level to assist in analysis
of resources. A question was also asked regarding the success of students after
articulation onto a degree programme. Associate Deputy Principal Grant noted that
this kind of data was not readily available as it was internal to the universities
concerned. However, if the foundation programmes were structured properly with
students learning the right skills there was no reason for progression to be any lower
than for students entering by other routes.

Issues also remained with the UK Border Agency. The University would need to
perform well against the criteria set by the Government and this was a major risk that
would be incorporated in the business plan. Discussions were continuing on income
streams and costs.

Two significant issues remained to be resolved before an agreement could be signed
with INTO:

1. INTO wished to construct a facility that would be used jointly between
Strathclyde and Glasgow Caledonian University for teaching students on the
foundation programmes. Although it was recognised that there may be
benefits in this approach, the University was not willing to enter a
commitment for shared accommodation at this time as accommodation had
been identified on campus that was considered suitable for the first five
years.

2. The termination clause in the proposed contract had very limited grounds
which the University considered unsatisfactory. The University wished a
clear break after five years to give the opportunity for review.

It was anticipated that an agreement could be made in the near future, although this
would require real movement from INTO. Senate would then be asked for approval
on a short timescale, however, members were assured that there would be no
surprises in the academic framework and, if Senate approval was sought, this would
be a starred agenda item for the meeting of Senate in November. It was noted that
the detail of which programmes would be on offer would need to be known by mid
November for inclusion in the prospectus.

11476 Update on the Timetabling Project

Associate Deputy Principal Grant updated Senate on the timetabling project. This
was a big project which had been underway for some time to use the estate available
more effectively and efficiently. This would be even more important in 2012/13 after
the closure of the Jordanhill campus. Associate Deputy Principal Grant chaired a
high level group driving the project with the assistance of Vice and Associate Deans,
Learning and Teaching. The Project had been challenging from the beginning as its
complexity had been underestimated, the data collection and analysis had been a
bigger job than anticipated and the software system had not worked properly
necessitating reversion to an older version. The staff resources available had also
been insufficient for the project.

Draft timetables for 2011/12 had been issued in early September but had required a
larger number of changes and corrections than usual. The current estimate for the
issue of the final timetable was end of the week commencing 19th September.
Additional staff resources were being sought both within the University and from the software provider. Associate Deputy Principal Grant thanked Departments and Schools for their help to date and requested understanding and flexibility when the timetable was issued. A high level review of the whole project would be carried out and a report made to Executive Team in order to learn from this and avoid a similar situation in 2012/13.

A member requested the first year timetable be provided earlier in the week as new students would already be facing challenges finding their way around campus. It was confirmed that new students would be the priority.

Another member noted a room booking system which had been piloted on Jordanhill campus to discourage block booking of rooms at times they would not be used. Concern was raised that the review would be too narrow, concentrating on the mechanics of what had failed this year rather than the management of space and how classes would be fitted in once all activity was concentrated on the John Anderson campus. Senate was assured that the review would cover all aspects of the project and not simply focus on failings of the software.

11477 Items for Recommendation to Court

.1 Institutional Statement on Internal Review Activity (Academic Year 2010-11)

Senate resolved to recommend to Court the Institutional Statement on Internal Review Activity (Academic Year 2010-11) for approval.

.2 Bachelor of Business Studies with Honours (in named specialism)

Senate approved the Bachelor of Business Studies with Honours (in named specialism), subject to scrutiny by Ordinances and Regulations Committee, and recommended to Court that Ordinance 3.1 be amended to include the award title of 'Bachelor of Business'.

.3 ELIR Progress Report

Senate resolved to recommend to Court the Progress Report on the Enhancement Led Institutional Review for approval.

11478 Recommendations for Approval nem con

.1 Membership of Senate and Senate Representatives on Committees –

Senate approved the membership of Senate and the Senate Representatives on Committees as detailed in paper 5.1.

.2 Amendments to Existing Courses

.1 MSc in Applied Education Research: Proposed change to course title to MSc in Applied Education and Social Research

Senate approved the amended course title of MSc in Applied Educational and Social Research with effect from September 2011, B(i) BP07

.2 Master of Research (MRes) – HASS,
Senate approved the change of course title from Master of Research (MRes) LaSS to Master of Research (MRes) in a specified subject within the HaSS Faculty with effect from September 2011, B(ii) BP07

.3 Removal of Prizes

.1 The Special Bear Prize - Hunter Centre for Entrepreneurship

Senate approved removal of the Special Bear Prize - Hunter Centre for Entrepreneurship from the University Calendar.

.2 The David Williams Prize in Development Economics - Department of Economics

Senate approved removal of the David Williams Prize in Development Economics from the University Calendar.

11479 Items for Information

Senate noted the following items of information and noted also that Items 2 and 14 were reserved under the Freedom of Information Act as being commercially sensitive.

.1 Business Committee Report, Paper 6.1
.2 Foundation Programme – INTO [ET 357], BP02
.3 Enhancement Led Institutional Review (ELIR): Follow-up Report [ET 360], BP02
.4 National Student Survey (NSS) 2011 [ET 356], BP02
.5 Ministerial Statement on Higher Education: RUK Fees [ET 355], BP02
.6 REF Preparations [ET 354], BP02
.7 Times Higher Education Awards [ET 362], BP02
.8 Queen’s Diamond Jubilee [ET 350], BP02
.9 Deputy Principal Professor Gani [ET 345.2], BP02
.10 Humanities and Social Sciences Restructuring Proposals [CM 4528], BP03
.11 Annual Budget for 2011/12 and Financial Forecasts [CM 4529], BP03
.12 Estates Developments [CM 4530], BP03
.13 Technology Innovation Centre (TIC) [CM 4531], BP03
.14 Foundation Programme for International Students [CM 4533], BP03
.15 Appointment of Convener of Court (Elect) and Vice-Convener of Court [CM 4523], BP03
.16 Department of Marketing – 40th Anniversary, C BP06
.17 Teaching Excellence Awards, B BP06
.18 Babcock Centre of Excellence, B BP06
.19 MBA Review Implementation Group, B BP06
.20 MDP Review Implementation Group, B BP06
.21 China Visit, B BP06
.22 SKIL (India), B BP06
.23 SKEMA (France), B BP06
.24 Convenors Report, 327 BP08
.25 Feedback from Joint Undergraduate/ Postgraduate Curriculum Renewal Group Meeting, 329 BP08
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Actions and Priorities for Academic Session 2011/2012, 339 BP08
Minutes of the meeting of Senate Appeals Committee held on 1st July 2011, BP12
Minutes of the meetings of Senate Discipline Committee held on 9 and 29 June, 4 July, 1, 3 and 10 August 2011, BP14

11480 RESERVED BUSINESS