University of Strathclyde  
SENATE
Minutes: Wednesday 15 September 2010

Present :  Principal (in the chair)
Dr K Barton, Professor V Belton, Mr P Booth, Professor S Carter, Professor D Christie, Dr A Coddington, Dr C Coles, Dr Graham Connelly, Professor G Coombs, Dr P Davies, Professor M Dawson, Mrs S Ellis, Dr C Eschle, Dr V Ferro, Professor J Finch, Professor M Fox, Professor D Gani, Dr D Goldie, Dr M Grant, Dr D Harle, Professor S Hart, Dr M Heimann, Professor I Hunter, Professor K Ibeh, Professor A Incecik, Professor B Kalin, Professor A Kendrick, Professor W Kerr, Professor R Land, Professor D Littlejohn, Professor S MacGregor, Dr J A Mclnnes, Dr P McKenna, Dr A McLaren, Professor D MacKenzie, Professor R Martin, Professor C Mason, Professor K Miller, Professor J Mitchell, Dr D Nash, Professor D Nickson, Dr K O’Gorman, Dr H Pinto, Professor S Porta, Professor M Poustie, Dr C Prior, Dr P Riches, Professor C Schaschke, Professor P Skabara, Dr J Smith, Professor K Swales, Dr R Tate, Dr K Thompson, Dr D Willison, Professor S Wilson, Dr L Woolfson, Professor P Winn,

Attending : Mr H Hall, Ms J Whitley, Mr D Coyle, Professor C Grant, Mr G Mann, Dr D McGhee, Dr P Sayer, Mr P Whyte, Mr G Allan, Ms L McKeen, Ms S Hansen, Ms R Kochanowska, Ms J Arthur

Apologies :  Professor S Bolton, Professor B Conway, Mr B Dickson, Mr B Green, Dr M Heslop, Professor A Marshall, Dr N NicDaeid, Professor M Pacione, Dr S Rasmussen, Dr S Tagg, Professor L Walls, Dr V O’Halloran

WELCOME  The Principal welcomed members to the first meeting of the new session. He particularly welcomed new members.

11409 Minutes of the meeting of 2nd June 2010
Senate resolved to approve the Minutes of the meeting of 2nd June 2010.

11410 Convenor’s Action
Members noted and endorsed the actions taken by the Principal and Acting Vice-Principal on the Senate’s behalf over the summer as detailed on Paper 3.1 and presented to the meeting.

11411 Principal’s Report and Correspondence
.1 The Principal reminded members of Senate that the Faculty of Humanities and Social Sciences had come into being on 1st August 2010. The new Dean, Professor Tony McGrew, would be joining the University from the beginning of October, but had already been involved in staff appointments and the Executive Team. The Principal thanked Professor Nigel Fabb for his outstanding work as Acting Dean since 1st August and the Faculty Management Team. The new Faculty would consist of six schools. The challenge facing the Faculty would be to come together to meet the
University’s high expectations in terms of continued excellence in education, research and knowledge exchange. It was important that the Faculty was seen to be a strong, highly performing faculty alongside Science, Engineering and Business.

2 The University’s drive for internationalization, led by Professor Gani, would pick up greater momentum and intensity in the coming semester. Professor Gani would be responsible for a series of action-led outcomes over the next six months. Colleagues would be consulted on the criteria to be applied, on good practice and on practice which needed to be improved. Staff would be kept informed of progress to address the current lack of strategic awareness in this area across the institution. The Principal expected there to be a sharper focus on this area and for all relevant staff to be well engaged.

3 The Principal reported that the ERVS scheme would close at the end of the month and thanked Sandra Heidinger and Professor Miller for guiding the process and for their professional engagement with the University and the Unions. The outcome of the ERVS scheme would enable the University to refocus and ensure that the priorities were right while giving the space and headroom for investment thus ensuring that the University became more effective, more efficient and more accessible to staff and students. The main focus would be on attracting and retaining talent. So far approximately 25 new members of staff drawn from the UK and abroad had been recruited on the basis of research performance, committed education, and external connections with industry. A general communication with details of these appointments would be circulated across the University in the next month.

4 Members of Senate were invited to forward proposals for projects or individuals who might be put forward for consideration for the award of the Queen’s Anniversary Prize.

5 The Principal noted that the University had moved up three places in the Sunday Times league table, from 39th to 36th. This was the third year in a row that the University had progressed up the table. The Principal thanked staff for their efforts in enabling this to happen but noted that there was still room for improvement.

6 The University had achieved an 86% satisfaction rating in the NSS. This was unacceptable, placing the university in the low to middling range. The Principal would focus on this in discussions with Faculties and Heads of Department and they should ensure that colleagues took this very seriously. Colleagues all need to work together to improve.

7 The Chief Operating Officer would be undertaking a review of governance. The draft remit for this review would go to Court in October. The review would be starting with a clean sheet, looking at the decision making systems we currently have in place and assessing what structures were fit for purpose. The review would look at the interface between Senate and Court and between those bodies and the other committees. Mr Hall would have a series of one-to-one meetings with members of Court and workshops would be arranged with staff of the University. A report would be available by the end of the calendar year. The aim was to curtail the time spent in committees without compromising accountability and due process, in order to free up academic time to enable academic staff to concentrate on their academic job. Saskia Hansen would be looking at effective leadership and accountability and ways to enable individuals to take responsibility. This review will road test a governance review questionnaire which is being piloted by the CUC. This would allow us to benchmark our practice against that of the other universities involved in the pilot.
One Senator noted that it was important not to lose sight of the vital role academic staff play in the governance of the University and suggested that if the role of academic staff were lost then the University could lose direction quickly. The Principal noted the concern and assured Senate members that the academic voice had to be central to all decisions.

11412 University Strategy

1. The discussion of the University Strategy, followed the main meeting of Senate and opened with an update on the internal and external environment and current and future challenges.

The Principal noted the particularly challenging financial situation, drawing attention to the forthcoming spending review, the Browne review of funding and the potential ramifications for Scotland. The University had established a Financial Forecasting Group which had been looking at a range of scenarios for future funding and at how we could still achieve our aims in terms of investment in infrastructure and staff. Their current worst case scenario was for a 10%-15% cut in 2011-12 equal to a loss of approximately £15 million, with further cuts of 6% year on year thereafter.

The University had been engaging regularly with the Scottish Government and others. Members of Senate could be assured that the University was gaining positive attention in the sector.

Members of Senate were invited to help refine the University’s strategy further and in due course to play an active role in its successful implementation and the delivery of the outcomes. The University was looking for overall performance improvement.

The Principal further reported that he had recently attended a meeting of the Executive of Universities Scotland and was optimistic that there would be convergence on the issue of funding of higher education in Scotland. A proposal should be forthcoming in the next couple of months.

2. The Deputy Principal with responsibility for strategy development then introduced the latest draft of the Strategic Plan 2011 - 2015 and advised members of Senate that there had already been widespread consultation across the University and that the views of external players such as the government, the QAA, industry and alumni were also being sought. The afternoon session was designed to give members of Senate the opportunity to provide input into the document.

Section 1 was intended to show what differentiated Strathclyde from the sector. The latest revision added KPIs to the three core strategies. These had not been provided for the six supporting strategies where responsibilities would be assigned to the appropriate Director who would have to provide evidenced reports. Section 3 was still in development and would be a live document.

Deans, Heads of Department and Directors would be involved in twice yearly discussions with the Deputy Principal and, for each meeting, would be expected to provide a list of the immediate priorities and targets for their area on a single sheet of A4 to provide clarity about what they hoped to achieve. This would then be followed up at the next meeting to see whether the targets had been met and, if not, why not. Next year would be a critical year in the development of the University and everyone would have to work in a collegiate, and supportive manner to achieve the desired outcomes. This had to be made to work and everyone would have to engage with the process of leading change.
The Head of the Governance, Management and Policy Team then spoke briefly about the priorities for education: renewal of the curriculum at both undergraduate and postgraduate levels, removing barriers to change and restructuring the academic year, close interaction with TIC, developing more consistent procedures and regulations, using the RAM to encourage cross disciplinary and cross-Faculty offerings. She reminded members of Senate that there had already been considerable discussion of these issues and the priority now was to move to implementation.

The Associate Deputy Principal with responsibility for the REF then discussed the TIC model, the ongoing research audit, the introduction of PURE, preparations for the REF and PGR studentship support.

Following this introduction members of Senate broke into four discussion groups to discuss: the immediate priorities for 2011-12, collaborations across Research, Education and Knowledge; staff engagement and internationalization. The outcomes of these discussions will inform the further development of the strategy and will be reported to Court.

11413 Implementation of Personal Development Advising in 2010-11

Dr Willison, Convenor of the Working Group tasked by the Education Strategy Committee with taking forward the recommendations of the Review of Academic Counselling and Personal Development Planning, introduced this item.

The Working Group had noted that current arrangements for Academic Counselling and Personal Development Planning were no longer sustainable or appropriate, and that an alternative approach was required for implementation in 2010/11. The former Academic Counselling Scheme was seen as redundant in the face of changes which had been developing over some years. Dr Willison further noted that the review of Academic Counselling and Personal Development Planning had found that, while there were areas of excellent practice, some existing models of academic counselling and personal development planning were not working satisfactorily across the University. Some students were unclear about what they could expect and what was expected of them and about the usefulness of existing processes.

The Working Group, which included representatives from each Faculty, met several times to discuss the issues involved and the options available and noted that, following the restructuring of the undergraduate curriculum, PDP was now generally embedded in the classes. The new framework for Personal Development Advising, which Senate was being asked to approve, was concentrated on the development of effective student reflection on their personal development, both academically and in relation to the foundations of future career planning and as such supported teaching and learning in the discipline. It was envisaged that pastoral support would be provided by the relevant professional services. The Working Group had developed a framework of minimum requirements to be adopted across the University and it was this which Senate was being asked to approve for introduction in 2010-11 together with the use of a single term – Personal Development Advising – to describe the activity across the University.

While recognizing that the introduction of the new system of Personal Development Advising might be problematic for the Faculty of Humanities and Social Sciences given the structure of its BA programme, Senate resolved to approve its
introduction from 2010-11 noting that it would be possible to introduce improvements in future years, particularly through work with Learning Enhancement Technology.

11414 Revised Research Code of Practice

Dr McBeth, Director of Research and Knowledge Exchange, introduced the revised Research Code of Practice. The main areas of change were to the sections on misconduct and discipline in order to clarify what happened in the event of research misconduct and to bring this into line with the University’s disciplinary procedures. The amended document had been widely discussed within the University (RKE Committee, Executive Team, Audit Committee, Staff Committee and JNCC) and was now before Senate for final approval.

Senate resolved to approve the Revised Research Code of Practice and noted the intention to monitor its continued currency annually in the light of changes to both the external and internal environment and for a cycle of five-yearly major reviews to be carried out. Senate further noted that the Revised Code would be disseminated widely across the institution by means of: Corporate Brief, an email to all staff, inclusion in induction materials for all research staff and students, inclusion on the researcher’s web portal and through the weekly digest.

11415 Items for Recommendation to Court

.1 Senate resolved to recommend to Court that the terms of the George and Caroline Fraser Postgraduate Research Scholarship be approved with immediate effect and the undernoted regulation be included in the 2010/11 University Calendar

The George and Caroline Fraser Postgraduate Research Scholarships (£7,000 per annum for 3 years)

Established in 2010 by George and Caroline Fraser and awarded every 3 years to support a postgraduate research student of Chemistry at the University of Strathclyde. Preference will be given to students studying inorganic chemistry. The Scholarships are awarded on the recommendation of a Selection Committee chaired by the Head of Department of Pure and Applied Chemistry.

11416 Recommendations for Approval nem con

Senate resolved to approve the following without discussion:

.1 Membership of Senate and Senate Representatives on Committees – Paper 5.1
.2 Amendments to Processes for Approving Changes to Supervisors and for approving Higher Degrees - Paper 5.2
.3 Categories and General Characteristics of Postgraduate Research Degrees (Doctoral and Masters Level); and Policy and Code of Practice for Postgraduate Research Programmes - Paper 5.3
.4 Postgraduate Certificate in Advanced Management Learning, A1, BP 06
.5 Hospitality and Tourism Management, B1, BP 06
.6 Vice Dean (Research and Knowledge Exchange), and Vice Dean (International), B2, BP 06
.7 Collaborative Arrangements [JAC 39], BP07
.1 Introduction of Collaborative Agreement with National College of Legal Training
.2 Renewal of Collaborative Agreement with eighteen Local Authorities to
jointly deliver the Postgraduate Diploma in School Leadership and Management [JAC 39.6] Appendix 5

Withdrawal of Courses, BP07

11417 Items for Information

Senate noted the following items of information and noted also that items 8 and 9 are reserved under the Freedom of Information Act as being commercially sensitive:

.1 Institutional Statement on Internal Review Activity (Academic Year 2009-10) – Paper 6.1
.2 Governance Review Remit/Project Plan - Paper 6.2
.3 Reference 129: Modernising Admissions in a Changing Environment, BP02
.4 Reference 132:2: Supporting the Strathclyde Academic, BP02
.5 Reference 141: Major Initiatives Approval Procedure, BP02
.6 Reference 142: Report of the Cultural Services Review, BP02
.7 Reference 142: REF Update, BP02
.8 Technology Innovation Centre, BP03
.9 Power Network Demonstration Centre, BP03
.10 Appointment of Acting Vice-Principal, BP03
.11 Faculty Reports, BP03
.12 Annual Budget for 2010/11 and Financial Forecasts, BP03
.13 Faculty of Humanities and Social Sciences, BP03
.14 Review of Postgraduate Taught Programmes, C, BP 06
.15 Partnership Proposal with SKIL in India, C, BP 06
.16 Workload Allocation Model, C, BP 06
.17 Guidelines for the Engagement of Adjuncts, C, BP 06
.18 Faculty Management Team, C, BP 06

the following appointments have been made:

- Director of Postgraduate Research (0.2FTE): Prof Dora Scholarios
- Academic Manager (South East Asia) (0.4FTE): Dr Michael Mark
- Director of MDP(0.5FTE): Dr Viktor Dorfler
- Associate Dean (Student Experience) (0.2FTE): Ms Helyn Gould
- Associate Dean (Programme Development) (0.1FTE): Dr Kevin O’Gorman

.19 Budget implications of the current economic situation, C, BP 06
.20 Faculty Management Team (FMT), BP07
.22 Implementation of Systems Changes, BP07
.23 Education Strategy, ESCM 234, BP08
.24 Proposed Programme For ESC Away Day, ESCM 235, BP08
.25 ELIR Action Plan, ESCM 236, BP08
.26 Consolidated Report on Progress Made within the Working Groups (ESCM 223), ESCM 237, BP08
.27 The Future of Education Excellence Funded Projects (ESCM 194 & 227), ESCM 238, BP08
.28 Survey Reports – Summary, ESCM 239, BP08
.29 Course and Class Approval – Overarching Paper (ESCM 199 & 230), ESCM
240, **BP08**

.30 Review of the Academic Year, ESCM 241, **BP08**
.31 University Policy on Motivational Distinction, ESCM 243, **BP08**
.32 PhD by Publication, ESCM 244, **BP08**
.33 MRes Degrees, ESCM 245, **BP08**
.34 Minutes of Meetings of O&R Committee held on 25th May and 4th and 28th June 2010, **BP10**
.35 ELIR Report, QMCM 163, **BP11**
.36 QAA Audits, QMCM 164, **BP11**
.37 External Examiner Reports 2008/09, QMCM 165, **BP11**
.38 Schedule of Reviews (Updated), QMCM 166, **BP11**
.39 Audit of Institutional Collaborative Agreements, QMCM 167, **BP11**
.40 Appointment of Examining Committees for Postgraduate Research Students, QMCM 168, **BP11**

**RESOLVED** that Examining Committees be appointed as detailed in Annex A (attached to the file copy of the QMC minutes).

.41 Overview of Complaints and Appeals Cases, QMCM 169, **BP11**
  .1 Complaints made at institutional level under the Student Complaint Procedure for academic years 2008/09 and 2009/10.
  .2 Complaints at Faculty Level 2007/08 and 2008/09
  .3 Appeals by Faculty 2007/08 and 2008/09

.42 Examiner Report Forms, QMCM 170, **BP11**
.43 Postgraduate Research Monitoring, QMCM 172, **BP11**
.44 Reflections by Committee Members on how QMC has operated in Session 2009/10 and on issues that should be taken on board when planning business for next session, QMCM 173, **BP11**
.45 Annual Quality Assurance and Enhancement Report, QMCM 174, **BP11**
.46 Appointment and Re-appointment of External Examiners for Instructional Courses, QMCM 175, **BP11**

**RESOLVED** that External Examiners be appointed as detailed in Annex 2 (attached to the file copy of the minutes).

.47 SDC Minutes 134-142 June and July 2010, **BP14**