University of Strathclyde

SENATE

Minutes: Wednesday 17 March 2010

Present: Principal (in the chair)
Mr P Booth, Dr S Butler, Dr R Chapman, Professor B Conway, Professor J Corney, Dr A W Cross, Professor J Darby, Dr P Davies, Professor M Dawson, Dr C Eschle, Professor J Farrell, Professor R Finlay, Professor J Finch, Professor M Fox, Dr D Goldie, Mr B Green, Dr D Grierson, Dr D Harle, Mrs L Hart, Professor S Hart, Dr A Hewitt, Ms A Hughes, Professor I Hunter, Professor A Inceik, Professor D Judge, Professor B Kalin, Professor A Kendrick, Professor W Kerr, Professor R Land, Dr N Langford, Professor D Littlejohn, Professor S MacGregor, Dr J McInnes, Dr P McKenna, Professor J McNally, Dr D MacKenzie, Professor A Marshall, Dr N NicDaeid, Dr D Nickson, Professor D Nicol, Dr K O’Gorman, Professor M Pacione, Professor A Paterson, Professor M Poustie, Dr C Prior, Dr P Riches, Mr C Rowlands, Dr C Schaschke, Mrs S Sexton, Mr M Sheridan, Professor K Swales, Dr R Tate, Professor J A Thomson, Professor L Walls, Dr D Willison, Professor A M Wilson, Professor S Wilson, Professor P Winn, Mrs L Young

Attending: Dr P West, Mr P Whyte, Ms A Davies, Dr G Hollier, Dr C Coles, Dr J Mills, Mr G Mann, Professor J Love, Ms J Whitley, Mr T Collins, Ms S Hansen, Ms R Kochanowska

Apologies: Professor D Birch, Professor S Carter, Dr G Connelly, Professor A Ferguson, Professor D Gani, Dr M Grant, Dr N Hunt, Professor S Marshall, Professor C Mason, Dr R Murray, Dr R Rogerson, Dr J Smith, Dr S Tagg

Obituary
Senate noted the death of Michael J Thomas, Emeritus Professor of Marketing.

11375 Minutes of the Meeting of 20th January 2010

Senate resolved to approve the minutes of the meeting of 20th January 2010.

11376 Matters arising from the Minutes (and not otherwise on the Agenda)

.1 SM11369 The Role of the Vice-Deans

The Vice-Principal reported that, following the January meeting of Senate, he had had very few comments back on the job descriptions for Vice-Deans and invited those who had comments to submit them to him as soon as possible. He had noted the importance of flexibility at the January meeting. He would review comments with Human Resources and a revised paper would hopefully come to Senate on 21st April, but definitely before the end of the session.
The Principal congratulated Philip Whyte on his re-election as President of the University of Strathclyde Students’ Association. The first person to serve two terms as president following the revisions to USSA’s constitution approved by Senate in 2009.

The Principal reported that the Enhancement-led Institutional Review Team had been at the University all week and that Deputy Principal Hughes and Saskia Hansen were working closely with them. He thanked all those directly involved in engaging with ELIR on behalf of the University.

There had been twenty John Anderson Research Leadership posts advertised in the Faculties of Engineering, Science and the Business School. Appointments had been offered to high quality individuals and where candidates had not been of sufficient quality no appointment had been made.

Five JARLs posts had been approved for the new faculty of Humanities and Social Sciences, one in each of the areas of English, Government, History, Law and Sport and Wellbeing. Following the successful approval process for HASS, there would be changes to the appointment process for the rest of the University. In future Heads of Department and Heads of School would have the opportunity to make representations.

The Principal reported that the interviews for the Dean of the new Faculty would take place on the 19th March. There were four external candidates from excellent institutions. The challenge for the new Dean would be to pick up from the Merger Implementation Group and take the new Faculty forward.

The Donaldson Review on initial teacher education (ITE) was ongoing. In the meantime, it had been announced that there would be £3 million of transition funding in 2010-2011 to mitigate the reductions in ITE (Primary) numbers. £2 million would be distributed according to a formula and £1 million would be open for bids from the seven institutions offering ITE which would be measured against the curriculum for excellence.

The Cabinet Secretary for Education and Lifelong Learning would be visiting the University informally in week beginning 22nd March and would return for more formal talks in June.

The Principal reported that the closing date for applications for ERVS scheme had been extended in the light of ongoing review of the Professional Services. The unions had been consulted about this. An official communication to this effect would be circulated later in the week.

Unfortunately, the Principal had had to exclude a student from the University following a disciplinary hearing for very serious offences. This was only the second time this had happened.
As part of the HASS integration project a number of recommendations were coming through the Merger Implementation Group which were attracting media interest in respect of the BA in Applied Music and the BA in Community Arts. MIG was currently engaging with staff and external stakeholders and a recommendation would come to Senate in due course.

The Professional Services Implementation Group would be receiving a number of reports from the Directorates over the next three months. These were likely to recommend significant operational changes and reshaping, with changes to the profile of staff and their allocation of duties. David Coyle had assured the Principal that the requirement to find better ways of working had been acted upon in the reshaping.

Senate was advised that there would be an awards ceremony for the new Teaching Awards organized by the Students’ Association on Wednesday 24th March. There had been 300 nominations from the student body for 100 lecturers which all highlighted good practice.

At the Principal’s invitation, Mr Roy Chapman, Vice-Dean (Academic) in the Faculty of Engineering, invited members of Senate to sponsor a team comprising himself, Professor Val Belton and Mr Brian Green in the annual triathlon (cycling, running and rowing) organized by the Sports Centre to raise funding for Malawi.

The Principal reported that he was confident that subject to final approvals the University would benefit from SFC Spirit funding for PhD studentships in Energy. There would also be studentship funding available through ScotChem and SUPA. In addition, colleagues from Business, LASS and Education had been working on a Scotland-wide doctoral training centre bid to ESRC which was being led by the University of Edinburgh. This was intended to safeguard the funded places Strathclyde already has and to provide opportunities for further collaboration. There was also a bid to the ESRC to establish a Doctoral Training Unit involving Government, Psychology and Geography and Sociology.

The Principal reported that the Fraunhofer Institute in Germany was in discussion with Strathclyde to explore a strategic partnership. The last international centre the Fraunhofer Institute had established had been at MIT.

As reported previously to Senate, the relationship between the Universities and the SFC has been challenging over the last six months. There was a feeling that greater consultation would assist in improving this. The Teaching Pricing changes had now been put back a year to allow greater consultation. The split between general funds and project/portfolio based funding for the Knowledge Transfer Grant of £25 million per annum was also being discussed.

The funding announcement for 2010-2011 from the SFC indicated a 1.5% increase of funding for HE to March next year. There was no guarantee of
the level of funding thereafter. A recent dinner at the University of Glasgow attended by six representatives of the sector and six representatives of government had been constructive. Government wanted to establish the same level of communication between HE and the Government as it currently enjoyed with the colleges. However, the general consensus was that it would be a decade or so before we returned to earlier levels of funding for HE. Whereas previously the government had been modeling two funding scenarios as reported to Senate, now there was only one model: flat funding for 2010-2011 and for the following two years. Fortunately Strathclyde was quite well placed to meet this challenge as restructuring and the search for improved performance had started here earlier than in other institutions.

.19 The President of the Students’ Association asked why the Director of Universities Scotland appeared to be relatively unconcerned about the funding picture and was assured that this would not be the case in the future. The President then reported that the Cabinet Secretary for Education and Lifelong Learning had attended a meeting with NUS (Scotland) and had reported that, as far as he was concerned, tuition fees are off the table.

11378 Draft Schedule of Delegated Authority

Senate resolved to approve the Schedule of Delegated Authority subject to inclusion of references to the revised Ordinances once these are available, use of gender free language and to revision of the following paragraph to reflect the current position:

‘Senate may in special circumstances grant a remission of not more than one term to the period of study necessary to qualify any undergraduate of the University for graduation.’

[Officer’s note: this has been discussed with the Officer responsible for revisions to the Statutes and Ordinances.]

11379 Report from the Merger Implementation Group for the New Faculty of Humanities and Social Sciences

Professor Love, Dr Mills and Mr Green gave a presentation outlining the background to the paperwork before Senate; the three phases leading up to full integration of the two existing Faculties (developmental, transitional, co-location); and the need for approval of the work to date to allow it to be embedded before 1 August 2010.

Professor Love reassured Senators that the work undertaken to date had been carried out in relation to the evolution of the new faculty and not to produce a template for other faculties in the future.

The arrangements for HASS will continue to evolve. There had already been extensive discussion and consultation and there would be more including meetings with the new Dean. During the course of these further discussions they
would refine some of the responsibilities of Heads of School and Vice-Deans. A number of groups working are already working on other aspects of the merger: teaching, programmes, resource allocation, investment opportunities etc – and MIG will have reports from these in May.

The new Faculty will be launched in 2010 and the organizational structures for merger would be reviewed in 2013-2014.

MIG had had discussions about how health and safety issues should be dealt with and who would have responsibility for this in the new faculty and a revised paper would come forward to Court.

MIG recognized the need to maintain the current offerings to students and the quality of the student experience while the transition from the existing structure/teams to the new structure/teams took place. To this end there would be an overlap between new and existing arrangements to the end of Phase 1 and into Phase 2.

MIG was looking to Senate for approval of the four recommendations in the paper. The Principal stressed the need to discuss these in an orderly and structured way and invited Senators to address the first recommendation first.

1 Recommendation 1: Vision and Mission

The hard work undertaken by MIG to reach this point was acknowledged. Senate noted that the full version of the paperwork would not be ready until May Court so there was still time to contribute to the final version.

In relation to the mission and vision there was some discussion of the educational contributions in the paper which it was argued were not sufficiently detailed for a faculty or university like Strathclyde. The vision and mission should also focus on the sort of graduate the Faculty aspired to produce – multi-skilled, independently-minded individuals, with a keen cultural awareness and with the attributes of critical thought.

Discussion also highlighted the need to incentivize and support academic colleagues working in a single discipline area as well as those undertaking cross-disciplinary work.

Finally attention was drawn to the issue of whether teaching should be research informed rather than research led.

Senate resolved to approve the vision and mission in principle, however Professor Love is to incorporate the points made by Senate members and to pick these up in the Merger Implementation Group.

2 Recommendation 2: Organisational Structure

The Merger Implementation Group was complimented on the level of detail in the document and the extensive consultation which had taken place.
While the structure proposed for the new Faculty had a lot of merit, concern was expressed about the proposal to have one Faculty operating in a totally different way to the other three faculties. This was likely to create problems for the rest of the organization. The current revision of the Ordinances was predicated on the current Faculty model. If this new model were to be approved then the University would have to revisit the Ordinances and further revise them. The University would also have to revise the Regulations and University policy and procedures within a very short timescale if the new arrangements were to be in place by 1st August 2010. However, this could be done if there were a will to do it. Senate recognized that there was an issue here which needed further discussion.

Concerns were expressed about the proposed management structure and the potential for conflict and lack of synergy arising from different management priorities between Head of School with responsibility for academic staff and workload, Programme leaders with responsibility for courses and the operational budget, and Faculty Officers with responsibility for support staff. Concerns were also raised that the proposed structure might make it difficult for staff to have a sense of belonging and to feel part of the programmes. It was argued that the management of programmes should be placed in Schools which should also have the appropriate budgets. However, it was also argued that the proposed structure with programme leaders was more appropriate to the nature of the BA degree where students would be taking classes in several different schools.

Senate recognized that it was essential to get the macro structures right if the new Faculty was to work. The macro-organisational structures were still open for discussion and the new Dean would have to be supportive of them. There would be further opportunities for discussion.

The Dean would be the budget holder and there would be opportunities for further discussion of the appropriate level of delegation of budgets once the macro organizational structures had been tidied up. These still needed to be bottomed out and the new Dean would need to reflect on them.

There was agreement that members of Senate would find it reassuring to see other institutions where the proposed structure is already working and it was agreed that MIG should make this information available for Senators to look at (possibly on Sharepoint).

The Student President could not see any problems as regards the student experience. He felt that the students would not notice the new organizational arrangement as they identified with the discipline. However they would need a clear primary point of contact. He raised the question of why this was felt to be a good fit for HASS but not for the other faculties. Professor Love noted that there was potential for cross-faculty fertilization but that this was not being imposed on any one else. The Principal said that it was important to think about organizational fit and the views of the other faculties should be sought in more detail.

Professor Farrell noted that the support staff complement needed to be sorted out as a matter of urgency. The staff needed clarity. A document had been circulated with job loss figures as the bottom line and staff were distressed. It
was important to realize that there are people who will be affected by the decisions.

Senate **resolved to approve** the organizational structure at the macro level subject to discussion with the new Dean and the other faculties and continuing work to ensure an institutionally coherent approach which would ensure effective working across the University.

.3 **Recommendation 3: Role of the Head of School**

Senate noted that The Merger Implementation Group still needed to refine the details.

In discussion it was noted that the Heads of School would be a bridge between the Faculty Management and the Faculty Staff and it was argued that there should be more direct input from Faculty staff in their appointment. The suggestion was made that the interview panel could identify several possible Heads and staff could then elect one of these to the post. Members were reminded that the paper which looked at the appointment of Heads of Department had moved away from the elected model towards an appointment process. However, as with the appointment of Deans, there needs to be appropriate representation in the process from the area to be managed by the individual, possibly to include representation of support staff. There needed to be more specification around paragraph 5 of Appendix E to ensure that there is appropriate representation. It was noted that in the proposal two members of the search committee were also on the appointment panel and the suggestion was made that instead two new members should be involved in the appointment panel in order to allow other staff from the area to be involved in the selection process. Professor Love undertook to consider this suggestion.

The role of Head of School as now set out was more attractive than that outlined in the first draft. As first articulated it was much more about human resources, but had since evolved into a more strategic role. The Management Implementation Group had taken comments on the role on board in drafting this revised version. However, some Senate members argued that the role of Head of School might still not be attractive. The key roles were personnel management and strategic planning but it did not include leadership of course development or leadership in research. It was argued that there was still a need to locate programme management in the school to make the role more attractive. There was also a need to ensure that the statutory duties of Heads of Department in relation to Health and Safety were covered in the new structure.

The Head of School portfolio was a crucial element. If it were not right the post would not attract the right people and the University would not get the efficiency it was looking for. As the current structure stands should the Principal want to talk about teaching, learning and research he would need to talk not to the Heads of School but to the leaders of Teaching and Research. The scope of the Head of School as presented was less than that of Heads of Department and could be considered as less interesting. If the intention were not to limit the appeal then the job description might need to be altered.
Some concern was also expressed about the lines of communication and where authority lay between Heads of School and Vice-Deans. It was acknowledged that the incoming Dean would have to be part of that discussion and would have to approve the job description prior to advertisement.

Senate agreed that there was a need for further structured dialogue outside Senate and that Senate would need to look again at the role of Head of School.

Senate **resolved to approve** in principle the job description and appointment process for Heads of School subject to further structured discussion with the incoming Dean of the issues raised by Senate and to continuing work to ensure an institutionally coherent approach to the student experience, operational matters around education, research and knowledge exchange and interaction with other Faculties and Professional Services.

**4 Recommendation 4: Role of the Vice Deans**

Members noted that the Vice-Principal would be coming back to Senate with a revised paper on the role of the Vice-Deans and that the role of the Vice-Deans in the new Faculty would have to be consistent with practice elsewhere.

The Student President questioned whether a time allocation of 0.5 FTE was sufficient for the current role, let alone the role suggested here and it was agreed that this too should be discussed.

Final points were raised about the immediate need to do something about support staff, their level and number and the need for investment and the avoidance of any planning blight during the current and transitional phases.

The Principal thanked Jim Love, Jim Mills, Brian Green, John Hogg and MIG as a whole for their hard work in taking this forward. While the structures were not quite there yet, they were well on the way. This was the biggest academic restructuring and integration project in the University for a long time.

Senate **resolved to delegate authority** to appoint Vice-Deans to the new Dean and the Merger Implementation Group in consultation with the Convenors of Senate and Court, in line with the University job descriptors for Vice-Deans once these have been finalized by the Vice Principal and Human Resources.

**11380 Items for Recommendation to Court**

**.1 New Prizes**

The Senate **resolved to recommend to Court for approval** the following new Prizes:

**.1 Faculty of Science – BP04 A.7**

Pure & Applied Chemistry: Ewan Polwart Memorial Prize for the Best Final Year MSci Applied Chemistry and Chemical Engineering Student (£200) for introduction to the Calendar:

This Prize was founded in 2009 by Fujifilm Imaging Colorants Limited in memory of Dr Ewan Polwart, former graduate of the University and employee of Fujifilm.
The prize is awarded annually, on the recommendation of the Head of Department of Pure and Applied Chemistry, to the student who has attained the highest cumulative mark in the final year of the MSci Applied Chemistry and Chemical Engineering course.

.2 Strathclyde Business School – BP07 A.4
Tony Christer Prize, Management Science (£100) for introduction from 2009-2010:
The prize will awarded to the student with the best overall performance on the MSc in Operational Research (full-time).

11381 Recommendations for approval nem con

Senate resolved to approve the following without discussion:

.1 Faculty of Science
.1 New Courses
.1 SIPBS: New Biomedical Sciences Integrated Masters Degrees – BP04 A.1
.2 Pure and Applied Chemistry – Centre for Forensic Science: Proposed Forensic Science Society Professional Masters - BP04 A.2
.3 SIPBS: MRes in Biomedical Science/ MRes in Drug Delivery Systems – BP04 A.3
.4 SIPBS: New MRes in Clinical Pharmacy – BP04 A.4
.5 CIS: New MSc in Advanced Computer Science – BP04 A.5
.6 Mathematics and Statistics: New MSc in Mathematical Sciences degree – BP04 A.6
.7 GlaxoSmithKline (GSK) – PhD programme –BP04 A.8

.2 Faculty of Engineering
.1 Collaborative Agreements
.1 INTI Education Group, Malaysia (Renewal) – BP05 A1.1
.2 Uni KL, Malaysia (New Annex to existing agreement) – BP05 A1.2
.3 Sichuan University, China (New Agreement) – BP05 A1.3
.4 North East Dianli University, China (Renewal) – BP05 A1.4
.2 New Courses
.1 MSc in Advanced Mechanical Engineering (Mechanical Eng) – BP05 A2.1
.2 MSc in Lean Six Sigma for Process Excellence (DMEM) – BP05 A2.2
.3 MRes in Engineering (Faculty) – BP05 A2.3
.4 MEng in Electronic and Electrical Engineering with International Study (EEE) – BP05 A2.4
.3 Withdrawal of Courses
.1 MEng in Mechanical Engineering with Automotive Engineering (Mechanical Eng) – BP05 A3.1
.2 MEng/BEng in Digital Communications and Multimedia Systems (EEE) – BP05 A3.2
.3 BEng in Electronic and Digital Systems (EEE) – BP05 A3.3
.4 BEng in Electrical Energy Systems (EEE) – BP05 A3.4
.5 MEng in Electronic and Electrical Engineering with European Studies (EEE) – BP05 A3.5

.3 Strathclyde Business School
.1 New Course
   .1 MSc in International Hospitality and Tourism Management – BP07 A.1.1

.4 Faculties of Education and Law, Arts and Social Sciences
   .1 New Courses
   .1 Introduction of Clinical LLB (Clinical) – BP09 B1
   .2 Introduction of MRes in Creative Writing – BP09 B2
   .3 Introduction of MLitt in Northern Renaissance Studies [SM 11364.6] – BP09 B3
   .4 Introduction of Postgraduate Certificate in Mediation and Conflict Resolution – BP09 B4
   .5 Postgraduate Certificate in Motor Speech Disorders [SM 11387.4] – BP09 B5

.2 Collaborative Agreements
   .1 Memorandum of Agreement with Rheinisch Westfälische Technische Hochschule Aachen – BP09 B5
   Certificate and Diploma of Higher Education (Business)

.5 Policy and Guidelines for Assessment and Feedback

.6 Tuition Fees 2010/11

11382 Items for information

   Senate noted the following items:

   .1 Senior Officer Responsibilities

   .2 Report from the Executive Team – BP02

   .3 Report from Court – BP03

   .4 Faculty of Science
      Staff Achievements – BP04 B.1
      Collaborative Agreements (David Begg Associates; Alfatah University of Medical Science, Libya; Hanoi University of Pharmacy, Vietnam) – BP04 B.2
      Faculty Quinquennial Review of Physics: Review Report – BP04 B.3

   .5 Faculty of Engineering
      Memorandum of Understanding with Bukerud University - BP05 A5

   .6 Strathclyde Business School
      Recommendations to O & R Committee – BP07 A.2, A.3

   .7 Faculties of Education and Law, Arts and Social Sciences
      Glasgow School of Social Work – BP09 C1

   .8 Report from the Quality Monitoring Committee – BP11

   .9 Report from the Research and Knowledge Exchange Committee – BP12

   .10 Report from the Ordinances and Regulations Committee – BP13
11383  Election of Senate Members for 2010-2011

Senate noted that the notice of vacancies and call for nominations would be issued on Monday 29th March 2010 and that the closing date for nominations would be Friday 16th April. Slightly longer than usual having been allowed for the return of nominations because of the Easter closure.

11384  Reserved Area