

SENATE

Minutes: Wednesday 2 November 2016

Present: Principal

Dr M Alexander, Dr D Andriosopoulos, Dr E Barlow, Dr L Brown, Dr S Chase, Dr E Compton-Daw, Mrs F Conway, Dr Jonathan Delafield-Butt, Professor D Drikakis, Professor A Duffy, Dr M Ellis, Dr M Finlay, Dr A Fletcher, Dr P Flett, Professor M Grealy, Mr B Green, Professor A Heyes, Professor B Hidding, Professor D Hillier, Mr R Jeyaraj, Dr M Karampela, Dr B Keating, Dr N Kelly, Professor D Littlejohn, Professor S MacGregor, Ms C McAlister, Dr S McCool, Dr W McGeown, Mr R McHugh, Dr A McLaren, Dr B McNeill, Professor A Mulholland, Dr P Mulheran, Dr A Nordon, Dr V O'Halloran, Dr F Papoff, Professor K Paudyal, Dr M Piani, Dr R Rogerson, Dr D Rontondo, Professor I Ruthven, Dr K Savage, Ms R Smith, Mr B Starosta, Professor R Stewart, Professor R Thomson, Dr Gregor Welsh

Attending: Dr D Willison, Dr A McLaren, Dr T Anderson, Professor T Bedford, Professor S Carter, Mrs H Gould, Professor A Incecik, Mr H Hall, Mr D Coyle, Mrs C Milligan, Ms L Lowe, Mrs M Judge

Apologies: Professor D Brodie, Dr S Brough, Mrs L Brownlow, Professor N Busby, Dr C Cassidy, Dr A Coddington, Professor C Cooper, Mrs A Corrigan, Professor D Graham, Dr D Harle, Professor B Harris, Professor D Kirk, Professor S Kuhr, Dr J Liggat, Dr P McColgan, Professor R Plevin, Professor E Riis, Dr O Romice, Professor A Salama, Dr S Terzis, Ms G Pallis, Professor W Kerr, Dr J Wilson

Formal Matters

11977. Welcome

The Principal welcomed Senators to Senate's second meeting of the academic year.

11978. Minutes of the meeting of 28 September 2016

Members **approved** the minutes as an accurate record of the meeting.

11979. Matters Arising

There were none.

11980. Report from Senate Business Committee

Senate **noted** the report from the Senate Business Committee.

The Vice Principal reported that Senate Business Committee had met on 22 October to review the proposed agenda and discuss the business coming forward to Senate. Senate Business Committee welcomed presentations to Senate on the following items:

- A Financial Update from the Chief Finance Officer
- USSA's priorities for the 2016-17 session presented by the President of USSA Raj Jeyaraj
- An overview of Strathclyde Business School's PGT portfolio presented by the Head of Strathclyde Business School Professor David Hillier
- An update on Education Performance Indicators Framework from Deputy Associate Principal Brian Green and Louise Lowe
- An update on NSS from Brian Green

Referring to the recent survey consultation on the strategic role of Senate, the Vice Principal advised Senators that, the survey having now closed, a full report would be provided at January Senate. General feedback from the review had been positive. Some suggestions from the survey, for example in relation to presentations to Senate, had already been implemented.

The Senate Business Committee had considered and given its support for a New Courses Subgroup. It was proposed that the New Courses Subgroup would operate within the same governance structure as the Collaborative Provision Agreement Subgroup which had proved successful. The role of the subgroup would be to enhance the process for progression of approval for new course proposals. Comments from members of Senate on the proposal indicated that the initiative would be welcomed. Terms of reference for the proposed New Courses subgroup would be submitted for formal Senate approval at Senate's January 2017 meeting.

The Committee had considered the Committee and Faculty Reports and were content to put forward the reports to Senate subject to minor amendments.

The Committee welcomed the report and update from the Principal on sector-wide issues.

Presentations and Items for Discussion

11981. Principal's Report and Update

Senate **noted** the following Convener's Actions undertaken by the Principal since the last meeting:

- Approval of a waiver of regulation 12.22.10
- Approval of a waiver of regulation 11.80.43

The Principal provided Senate with an update on the following items:

- **Appointment of Associate Principals:** the Principal and members of Senate welcomed the appointment of Professor Sara Carter and Professor Tim Bedford as new Associate Principals following endorsement by Court. The appointments would strengthen the Executive Team's capacity.
- **Strategic Themes:** Following extensive consultation, the University's strategic themes had been updated to reflect the University's research, innovation and teaching capabilities. A series of workshops led by Professor Tim Bedford providing information on the new core and cross-cutting themes would take place in November, with the new themes being published in January.
- **Ministerial visit:** The Secretary of State for Scotland and the UK Minister for Exiting the European Union had met with business leaders at the University's Technology and Innovation Centre (TIC) on 21 October. The venue provided a forum for the Ministers to hear the views of the business community further to the implications Brexit. Senators welcomed the choice of Strathclyde for the meeting, noting that it enhanced the University's profile and reputation as a location for key debate.
- **EU Exit:** Updating Senators with information on "Brexit", the Principal advised that the EU Working Group, chaired by the Chief Operating Officer and including representation from USSA, continues to meet regularly to consider the potential impact on the University of Brexit. In addition to updates that had been given to academic research staff, an Open Meeting would be held on 14 November for staff and students. The Principal drew Senators' attention to publications with useful information on Brexit, for example from Universities UK, and more locally Glasgow Economic Leadership group¹. Senators discussed the potential impact of Brexit on research funding, with Professor Bedford briefly outlining potential alternative models of research funding for non-EU members.
- **Executive Team projects:** The Principal informed Senators that following discussion by Executive Team, six project streams had been identified in an approach to enhance structures in key areas of the University's practice:
 - Refreshing our vision of a 'Leading International Technological University'
 - Leadership review and development

¹ <https://www.glasgow.gov.uk/CHttpHandler.ashx?id=35552&p=0>

- Supporting growth and sustainability
- What works? Identifying and implementing best practice business processes and approaches
- Reviewing and enhancing internal communications
- Reviewing and realigning financial planning and budgetary processes

Each of the projects would be led by a senior member of staff, with a Court member acting in the role of critical partner. An update on the progress of the projects would be requested for Senate's January meeting.

Action: Senate Manager

- **Update on Capital Investment Projects:** Court had approved a £15.1M Business Case for the redevelopment of the Wolfson Building to support the leading work of Biomedical Engineering. A proposed capital investment of £60M for the development of "The Place", the new teaching and learning hub, was discussed and endorsement by Court. The Place Business Case is expected to be presented to Court early in 2017. Work was about to start on site for the new Sports, Health and Wellbeing capital project which it was hoped would be open for the start of the academic year 2018. Court had approved an additional project budget allocation for the Combined Heat and Power District Energy Project.
- **Chancellor's Fellowship Scheme and Global Talent Attraction Platform (GTAP):** The University's recruitment process for the appointment of some 20 early-career researchers had attracted a very high volume of applications. The focus on attracting global academic talent through the GTAP initiative is on-going.
- **Grant Awards** the Principal updated Senate on the top recent research awards the University had received since the last Senate which included an awards of £10.3M, (shared with 6 other UK HEIs), £1.5M and a further £0.5M all to SIPBS, with Law, the Business School, Physics and Engineering also winning awards.

11982. Financial Update

The Chief Financial Officer (CFO) provided Senate with an overview of the University's financial position in 2016. The CFO noted the following:

- The importance of both the annual financial statement, and the Q1 business report which provided an internal view on the University's financial position was stressed. Reporting processes in relation to these reports were currently ongoing.
- There had been a major change in financial reporting in 2015/16.
- Referring to the Four Year Financial forecast, income was expected to increase by 20% to 2019/20, with expenditure increasing by 16%, and operating surpluses increasing to £13M by 2019/20.
- Increasing both the University's operating surpluses and income generation were key to sustaining ongoing investment, particularly in key areas of infrastructure, staffing and IT systems.
- Net funds showed a positive figure and were forecast to continue to decline.
- The trend in overseas fee income had seen sustained growth from 2013-14. The importance of continuing this rate of growth was emphasized.

The CFO was confident that the University's clear financial strategy continued to be effective and had delivered positive outcomes.

11983. University of Strathclyde Students Association (USSA) Priorities 2016-17

USSA's priorities were outlined by the President of USSA. In addition to the points listed in the presentation, Senate members' attention was drawn to a supporting paper ([Annex 2.3 USSA Objectives](#)) which provided further information on the priorities. Commenting on the first overarching priority - Increasing student participation in decision making, societies and union services - key points were highlighted: development of a USSA communications strategy; increased representation from under-represented groups; changing the class rep system. In relation to the second priority which focussed on the provision of facilities and services for students, a proposal to increase peer support activities was highlighted, as

well as campaigning for better student support and counselling services to meet increasing demand in this area. Focussing on the third priority - Student finances, employability and entrepreneurship - measures to help students in financial difficulty were proposed. Other proposals included the provision of additional employment and business opportunities for students during their time at University, as well as recognition for their volunteering activities. Working with the University to progress provision of the Higher Education Achievement Report was also noted amongst USSA's priorities.

Commenting on the priorities, Senate members acknowledged the challenges that were outlined. The Director of Student Experience and Enhancement Services stressed the considerable common ground with students which would feed into plans. The development and enhancement of the provision of facilities and services through construction of The Place, for example, was one key area where the University was addressing students' needs. The University was focussing on areas highlighted in USSA's priorities such as mental health, for example by developing its mental health strategy and its approach to counselling provision. USSA's plans were welcomed, for example the creation of a Student Union Employment Agency which would feed into the University's employability strategy. It was noted, in relation to the perceived increase in hardships faced by students, that it would be helpful to consider and reflect on relevant data in order to assess where any systematic changes could be made. Asked about its longer term set of priorities, USSA's President noted that work was being done on this. The Vice Principal noted that USSA had also presented its priorities to the Education Strategy Committee, whose members were working with USSA in various areas including helping to take forward its partnership strategy. In conclusion, thanking the President for outlining the priorities, the Principal confirmed that the core strands of USSA's priorities had been noted.

11984. Overview of Strathclyde University Business School's PGT Portfolio

Professor Hillier outlined the components of the Business School's Postgraduate Taught portfolio which included: 29 specialist Masters Programmes, 11 MBA pathways, bespoke corporate MBAs, postgraduate certificates and diplomas. The significance of the PGT portfolio to the Business School was highlighted, drawing in 69% of its income in 2016/17. The impact of the creation of a Faculty admissions team had been significant in increasing growth. Focussing on their success, it was highlighted that Strathclyde Business School had been ranked 1st in Scotland and in the top 10 business schools in the UK for its research in the 2014 REF. The challenges and benefits in relation to the PGT growth strategy were outlined, with the importance of sustained investment in students, staff, infrastructure and research being stressed, as well as the importance of the psychological growth mind-set in the Business School. New types of programmes had been created, for example the Hybrid Masters which had been very successful, and provided opportunities for international partnerships. Next steps for growth opportunities included further developing new Masters combinations, exploring efficiencies in existing Masters, developing cross-Faculty PGT modules and use of International Centres. Senate members, discussing aspects of the presentation, considered the role of the international partners, and the importance of investing in resources to develop student career support. Noting the success of the Business School in growing the international market, the Principal encouraged members of Senate to follow the Business School's approach and to develop their approaches in international markets.

11985. Education Performance Indicators Framework: Update

Deputy Associate Principal Learning & Teaching Brian Green and Louise Lowe from Education Enhancement, SEES, provided an update on the work being undertaken on Education Performance Indicators (EPIs). Referring to the [paper D](#) supporting the presentation, Senate members were asked to provide feedback and comments on the EPI framework and the phased project plan for future work. The background to the work on EPIs was outlined: Education Strategy Committee had established the Education Performance Metrics Working Group last year to identify performance indicators and metrics reflective of the characteristics of the Strathclyde student experience in line with the University's strategic priorities for Education and the related KPIs. This is intended to

facilitate a consistent, University-wide approach to evidencing and enhancing the distinctive learner journey at the University of Strathclyde. The emerging EPI framework takes into account both internal and external drivers and will help to inform future strategic educational projects and priorities as well as the University's decision-making processes. The key objectives of the framework were outlined as well as its focus on key themes: Internships, International, Industry (the 3 "I's"), Knowledgeable, Skilled & Successful Graduates, Flexible, Blended & Digital Learning and Retention & Progression. The evolution of the framework and the phased project plan were described. It was noted that work relating to the framework had been ongoing in some areas, for example on graduate retention, for over a year and Faculties were engaging in the framework through for example Faculty annual reporting. Stakeholder consultations, which included work with USSA, were taking place, with further discussions planned. It was requested that a further update be given to Senate later in the academic year.

ACTION: Senate members, Committee Manager

11986. NSS Update

Brian Green updated Senate on NSS 2016/17 improvement plans, follow-up and next steps. The work of the Vice Deans Academic in taking forward NSS plans in the Faculties was recognised. It was noted that there had been positive engagement in NSS actions through targeted messages on NSS performance in 2015 and 2016, reflection and evaluation on performance in 2016, with planning underway for NSS 2017. Subject plans had been submitted and had been considered by Deputy Associate Principals and Student Enhancement and Experience Services. The importance of communication and engagement with USSA and the student body as well as class reps was stressed. Focus groups had considered what had worked and what had worked less well. Semester 1 forums had focussed on themes and actions from NSS 2016, with Semester 2 forums focussing on preparation for NSS 2017. The focus was now on more embedded activity at subject level and on consistency and breadth of implementation. Oversight of NSS plans would continue through Senate, Education Strategy and Quality Assurance Committees.

Committee and Faculty Reports to Senate

11987. Executive Team

Senate **noted** the report from the Executive Team.

11988. Court

Senate **noted** the report from Court.

11989. Education Strategy Committee

Senate **noted** the report from the Education Strategy Committee.

11990. Quality Assurance Committee

Senate **noted** the report from the Quality Assurance Committee and **approved** the slight amendment to QAC's Terms of Reference for 2016/17.

11991. Learning Enhancement Committee

Senate **noted** the report from the Learning Enhancement Committee.

11992. Research and Knowledge Exchange Committee

Senate **noted** the report from the Research and Knowledge Exchange Committee.

11993. Strathclyde Business School

Senate noted the report from the Business School and **approved** the following new courses subject to scrutiny by the Ordinances and Regulations Committee:

- MSc Financial Technology
- MSc Entrepreneurial Finance
- MSc Data Analytics
- MSc Entrepreneurial Management and Leadership

- MSc Project Management (International)

11994. Faculty of Humanities and Social Sciences

Senate noted the report from the Faculty of Humanities and Social Sciences, and **approved** the following new courses subject to scrutiny of any regulations by Ordinances and Regulations Working Group:

- MLitt Media and Communication
- LLM International Commercial Law
- LLM Global Environmental Law
- BSc Counselling and Psychology
- MSc Counselling and Psychotherapy
- PG Certificate in Education - STEM (Primary Engineers)
- Accelerated PGDE

Collaborative agreement:

- Leiden University Joint PhD supervision

11995. Faculty of Science

Senate noted the report from the Faculty of Science, **approving** the following collaborative agreements subject to scrutiny of any regulations by Ordinances and Regulations Working Group:

- MSc Advanced Clinical Pharmacy with Independent Prescribing Certificate
- MSc Applied Digital Health Systems

Collaborative Agreement:

Princess Nora Bint Abdul Rahman University Joint Supervision Agreement

Reserved Business

11996. Student Business – Combined Student Business Report

Senate **approved** the student business as detailed in Paper O.

11997. Scholarships

Senate **approved** scholarships detailed in Paper P.

MJ 4/11/2016