

## SENATE

### Minutes: Wednesday 6 September 2017

**Present:** Principal

Dr M Alexander, Mr M M Alhassan, Professor Kirstie Blair, Dr C Booth, Professor D Brodie, Dr S Brough, Dr L Brown, Mrs L Brownlow, Dr C Cassidy, Dr E Compton-Daw, Mrs A Corrigan, Professor J Darby, Dr A Dickson, Professor A M Doherty, Professor A Duffy, Dr M Ellis, Dr L Fleming, Dr A Fletcher, Dr D Harle, Professor B Harris, Professor A Heyes, Mr C Hepburn, Professor B Hidding, Professor D Hillier, Dr M Karampela, Dr B Keating, Dr N Kelly, Professor D Littlejohn, Professor S MacGregor, Dr S McCool, Mr R McHugh, Dr A McLaren, Dr B McNeil, Dr P Mulheran, Dr F Papoff, Dr J Race, Professor E Riis, Professor I Rivers, Dr O Romice, Dr K Savage, Professor T Scotto, Professor B Simpson, Dr J Smith, Ms R Smith, Dr B Wagner, Dr C White, Dr J Wilson

**Attending:** Dr D Willison, Ms G Pallis, Dr T Anderson, Professor T Bedford, Professor S Carter, Mrs H Gould, Mr D Coyle, Dr A McLaren, Ms C Milligan, Dr A Buckely, Mrs M Judge, Ms T Wong

**Apologies:** Professor T Baum, Professor C Cooper, Dr M Findlay, Professor D Graham, Mr B Green, Mr C Hepburn, Professor A Hudson, Professor S Kuhr, Professor A Mulholland, Dr M Piani, Dr R Rogerson, Professor A Salama, Professor A Galloway, Professor B Kerr, Dr V O'Halloran

#### Formal Matters

##### **12070. Welcome**

The Principal welcomed Senators to the first meeting of Senate of the academic year 2017-18, in particular welcoming the new USSA representatives to Senate. The Principal commented that membership of Senate for 2017-18 was full, noting that Senate was addressing diversity of membership, and thanking Senators for their participation in Senate.

##### **12071. Minutes of the meeting of 14 June 2017**

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

##### **12072. Matters Arising**

There were none.

##### **12073. Report from Senate Business Committee (Paper B)**

Senate **noted** the report from the Senate Business Committee which had met on 25<sup>th</sup> August 2017. The Committee reviewed three key areas:

1. Recommendations from the Consultation on the Role of Senate: recommendations had either been actioned, or were ongoing and included an induction event for new Senate members, with pre-Senate briefing meetings scheduled. An update on recommendations from the report of the Consultation on the Role of Senate would be given at the next meeting of Senate Business Committee.

2. The second area of review considered the report of the Collaborative Provision Agreement subgroup (Appendix A of the report). The report covered the subgroup's meeting of 11<sup>th</sup> August, and contained a list of the agreements processed through the Sub-Group since the Senate meeting on 14<sup>th</sup> June. In addition, the subgroup considered providing clarity on its Terms of Reference, and on providing guidance on Recognition for Prior Learning.
3. The third area of the Committee's business had agreed the proposed business agenda of Senate. In addition to the Principal's update, the Committee welcomed presentations to be given to Senate on:
  - NSS
  - An update on the Learning and Teaching Building Project
  - An Update on Strathclyde Online
  - Enhancement Themes Update
  - Finance Report

### Presentations and Items for Discussion

#### **12074. Principal's Report and Update**

The Principal's update to Senate included the following:

- **Strategy Sessions**

The Principal updated Senate on strategy sessions that had taken place, noting in addition the progress of Executive Team projects, messages from which would be rolled out towards the end of November.
- **Principal's Engagement Sessions**

The Principal had hosted a number of staff engagement events which had been well attended by staff from all four Faculties and Professional Services, and at which a range of questions had been put forward.
- **External Engagement**

The University had received visits from a range of politicians in recent weeks including Lord Duncan of Springbank and Baroness Scotland, the Secretary-General of the Commonwealth. Senate noted that the Principal will shortly be named the President of CESAER (Conference of European Schools for Advanced Engineering Education and Research), a network of innovative European Universities. Potential for a number of strategic investments in and around the AFRC was discussed.
- **University Success**

Senate was notified that the University had won two key awards in the Times Higher Education Awards 2017 - Workplace of the Year, and Outstanding Strategic Planning Team. Senate joined in congratulating those who had won the awards and acknowledged that these were great achievements.
- **Student Recruitment**

The University continues to lead the sector in Widening Access, with targets for this year's intake having been passed. With a significant increase in RUK and home/EU PGT numbers, significant efforts are ongoing to convert international applicants.
- **SIMS Update**

Executive Team would shortly consider plans drawn up to move the SIMS project into a new re-scoped phase. The University had acted swiftly to remove risk from the

project, and will continue to drive forward with the project and to deliver substantial business change.

- **Research Wins**

The Principal updated Senate on research awards the University had received since the last Senate, totalling £11.2M which included amongst the top awards £1.08M to the Department of Mechanical and Aerospace Engineering, and £0.8M to the Department of Electronic and Electrical Engineering.

Senate noted with regret the passing of Professor Brian Henderson, who had been the Dean of the Faculty of Science from 1988-92, acknowledging with great respect his immense contribution to the University. The University would write to the family of Professor Henderson to express sympathy. **ACTION**

### **12075. NSS 2017 Results**

Deputy Associate Principal Helyn Gould introduced a presentation on National Student Survey (NSS) 2017, with reference to Paper 2.2 “NSS 2017 Results and Heat Maps”. Senate considered the University’s performance at sector level, against the Scottish average and against the top quartile. It was noted that the University had maintained its overall satisfaction score of 87%, 2.33% higher than the UK and 1.86% higher than Scottish averages and that overall, this year’s NSS has reflected positive movement. However, areas for improvement have been identified. Senate noted that the 2017 NSS was a new survey and that statistical analysis has confirmed a different pattern of response.

In relation to combined sector quartile performance, it was encouraging to note areas of improvement, for example with Engineering increasing subject performance in 5 categories of questions, moving in the upper 2 quartiles from 31% to 61.95%, and indicating significant sector improvement at subject level. The Faculty of Science has also improved in the upper two quartiles, from 37% to 46.3%. Strathclyde Business School has maintained strong quartile performance, with sector ranking improvement within quartiles. However, the Faculty of Humanities and Social Sciences has experienced a widespread drop in sector performance compared to last year’s survey, with the top two quartiles dropping from a strong 66.7% in 2016 to 42.3% in 2017. The survey identifies that the areas of Assessment and feedback and Organisation and Management should remain a focus area for improvement. Within the subject sector, there is significant variance in the performance of individual departments. In addition to changes to existing questions, three new question areas were added to the survey, however institutionally the University’s performance in any of the new areas has been disappointing. In addition, performance in the area of Student Voice is poorer at both faculty and institutional level which is therefore a key area for targeted improvement.

The Deputy Director, Education Enhancement Cathy Milligan provided Senate with an outline of high level next steps which included: continuation of the NSS Improvement Framework as an overarching framework for activity and action; Local / Departmental / School Improvement Plans; focus on the Student Voice; NSS Forums, and emphasis on deepened collaboration with USSA. Oversight and reporting mechanisms were outlined. Senate noted that the high degree of collaborative activity would continue, with local plans including opportunities for reflection and action, with regular monitoring and feedback continuing through committees, Senate and across the student community.

It was noted that Senate would discuss progress on NSS action plans at November Senate. Commenting on the presentation, Faculty representatives updated Senate on areas where activity was already focussed towards improvement. USSA welcomed further engagement over NSS improvement plans. The importance of celebrating areas

of success and of aiming high was stressed, for example the Library had again this year scored in the top quartile in Scotland.

#### **12076. Learning and Teaching Building Project Update**

Associate Principal Professor Sara Carter updated Senate on the next stage of the Learning and Teaching Building Project. The programme timescale was outlined, including the mile-stones between Court's approval of the business case in March 2017 and the expected date of the building opening in 2020. The project is currently at the stage of approval of Stage 2 designs. Following consultations which have taken place, the Executive Steering Board would review feedback. User group meetings had taken place, with more planned. Stage 3 would commence in September 2017, with decisions will be made regarding the interior design and the furnishing of the building.

A communications strategy had been drawn up and would include information for students pre-arrival, with further student engagement sessions planned in Semester 1. It was noted that enabling work is due to commence in October 2017. Senate viewed design drawings and visuals of the building through each level. A reminder was given of the guiding principles of the project which articulate the University's priorities with regard to the building, with emphasis on the needs of students.

During a question and answer session following the presentation, comments included: the effect of the new building on overall teaching space; location of student-facing services; operational support in the building. USSA indicated overall satisfaction that their requirements had been accommodated. A point was made regarding consideration of the needs of those with protected characteristics in USSA's space. Further updates on the progress of the Learning and Teaching Building project will be given to Senate.

#### **12077. Strathclyde Online Update**

Senate was updated on progress on the substantial developments in Strathclyde Online since its last meeting in June 2017, with an outline given of the significant steps that had been taking following the planning stage. The strategic project to develop graduate level apprenticeship (GLA) programmes had provided a unique learning point, and was gaining sector recognition.

An update was given on the GLA programme being developed in the Faculty of Engineering, Design and Manufacture, with the structure of the programme outlined, noting the success of the collaboration on the programme between the Faculties of Engineering and Science (Mathematics). In addition to this programme, the University had submitted bids for three further new programmes in the areas of: Business and Management, Business Management: Financial Services, and IT: Software Development, and was exploring the potential for further Degree Apprenticeships. The remit, governance structures, and activities of the steering group (Strathclyde Online Operational Committee) that had been created to oversee and facilitate the development of GLAs and degree apprenticeships within the University were outlined. A roadmap was being identified and would be supplied to Departments and Schools.

Senate welcomed the update, and noted the importance of promoting the project to ensure the University's position within the sector and of building on existing strategic partnerships, for example those developed through the Engineering Academy, to assist in the development of the programme.

#### **12078. Enhancement Themes: Student Transitions**

Dr Mark Ellis, Institutional Theme Leader, delivered a presentation to Senate (co-authored with Dr Alex Buckley) on the University's approach to the Enhancement Theme, Student Transitions, outlining the projects and approach that had been

undertaken in support of the theme. Over the three years of the theme, which ends in November 2017, a number (18) of devolved projects led by staff with students in a focal role had been funded, with prioritised areas of strategic importance including: Wider access and participation; Internship, placement and employability; Internationalisation, with a sector-wide event on International Students. The key messages from the projects continue to enhance the student experience.

An example was given of one particularly successful project, “We are Strathclyde”, an online pre-induction course for new undergraduates developed by Education Enhancement, Student Experience and colleagues across the Faculties. This project had received sector recognition, with post-project evaluation indicating that it had created a positive learning experience. Senators commented that this project could be used internationally, speaking warmly of this excellent resource.

The legacy of the theme was outlined: greater awareness of scope for improvement around key transition points; focus given to the theme on LEC and Faculty agendas; a valuable source of resources for Faculties, Departments and Schools which included reports and case studies, which could be used in key areas of work such as: departmental and programme review, curriculum renewal initiatives, accreditations, evaluating the student experience/NSS, and preparation for ELIR. Senate was informed that there would be a final event to celebrate all student and staff work involved in the theme in November 2017. Having responded to questions, Dr Alex Buckley noted that the next Enhancement Theme, Evidence-based Enhancement, would be given a different approach and would include Learning Analytics.

## **12079. Finance Report**

The University’s Chief Financial Officer David Coyle presented Senate with an update on the University’s financial position, noting the following key points:

- The summary budget 2017/18 indicated income matching expenditure at the operating level, with an anticipated overall annual surplus due to gains on disposal of assets.
- The Budget and Four-Year Forecast indicated 3% growth over the period 2016/17 to 2019/2020 in Scottish Funding Council core grants.
- A significant increase in both tuition fee and research income was forecast, with research fee income expected to exceed the KPI target (of £70M annual income by 2020) earlier than planned.
- The trend in overseas fee income indicated an anticipated significant increase over the period to 2019/2020.

A key message, given this stage of the recruitment process, was the importance of continued work on conversions to increase overseas fee income.

### Items for Information

#### **12080. Senate Appointments and Membership on Main Committees 2017-18**

Senate approved the membership of Senate and the appointment of Senate representatives to the main committees of the University for 2017-18.

### Committee and Faculty Reports to Senate

#### **12081. Executive Team (Paper E)**

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

#### **12082. Court**

Senate **noted** the report from Court (Paper F)

#### **12083. Senate Discipline Committee Reports (Paper G)**

Senate **noted** the report of the Senate Discipline Committee

**12084. Education Strategy Committee (Paper H)**

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

**12085. Annual Statement to SFC on Institutional Quality 2016-17 (Paper I)**

Senate **noted** the annual statement to SFC on institutional quality. Senate **recommended** to Court that the report be endorsed prior to submission to SFC by 30 September 2017.

**12086. Research and Knowledge Exchange Committee (Paper J)**

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

**12087. Faculty of Humanities and Social Sciences (Paper K)**

Senate noted the report from the Faculty of Humanities and Social Sciences, and **approved** the amended course title BA (Hons) Behavioural Aspects of Commerce

**12088. Faculty of Engineering (Paper L)**

Senate noted the report from the Faculty of Engineering and **approved** the following subject to scrutiny of any regulations by the Ordinances and Regulations Working Group:

**For approval:**

Renewals to existing collaborative Agreements:

- 1) Fuzhou University, China: Proposal to extend the existing agreement (Appendix 1).
- 2) Zhejiang University, China: Additional Annexes to existing agreements to extend to study abroad and 2(+1)+1 agreement. (Appendix 2)
- 3) NCEPU: Renewal of existing Joint Program with North China Electric Power University. (Appendix 3)

**For noting:**

New Course For Information

- 4) BEng with Hons in Engineering: Design and Manufacture (previously approved by Convenor's actions on 10th July 2017, listed here for noting).

Memorandum of Understanding:

- 5) King Mongkuts University of Technology Thonburi (KMUTT) Thailand (Appendix 4)
- 6) Institut Teknologi Sepuluh, (ITS) Nopember, Surabaya, Indonesia (Appendix 5)

**12089. Faculty of Science (Paper M)**

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

**For approval:**

1. Introduction of exit awards for MScs in Computer Science

**For information:**

1. Approved by the Principal through Convenor's Action:
  - .1 CPU IJEP renewal
  - .2 Introduction of MPharm (Hons) Pharmacy

**12090. Policy and Code of Practice PGR Study – Amendments (Paper N)**

Senate **approved** the minor amendments to the Policy and Code of Practice for PGR Study as outlined in the paper.

**12091. Amendments to Ordinances and Regulations (Paper O)**

Senate reviewed the proposed amendments to the University's Ordinances and Regulations and **recommend** these to Court for formal approval.

RESERVED BUSINESS

**12092. Consultation on the Renewal of the Principal's Period of Appointment (Paper Bi)**

A further item of Business was brought before the University Senate under the auspices of the SBC report. This was a reserved matter which required direct and formal engagement with Senate. The Principal was requested to temporarily withdraw from Senate and the Vice Principal took the Chair.

The Vice Principal introduced a paper from the Court-Senate Reappointment Panel recommending that the Principal's period of appointment be extended. It was noted that the Principal's contract was now over three years into its extended contractual period, and that it was appropriate to consider a further renewal in order to provide certainty to both the University and the Principal.

The Vice Principal advised Senate members of the University's Charter and Statutes which require that "the Principal shall be appointed by the Court after consultation with the Senate". He further advised that the Reappointment Panel, chaired by the Convener of Court, had met on Monday 28 August 2017 to consider the renewal of the Principal's appointment. It was considered important that Senate had the opportunity to comment.

Senators welcomed the recommendation and unanimously endorsed the proposal that the Principal's appointment be extended for a period of five years to 31 July 2024. Senators commented that given the challenging external environment, this proposal would provide stability and importantly continuity. Senators acknowledged the opportunities that the Principal's strong leadership would provide to the University.

Senate was reminded that the matter was a "reserved" matter, and was advised that the Convener of Court would be informed of Senate's endorsement of the proposal.

**12093. Combined Student Business report (Paper P)**

Senate **approved** the report from Student Business.

**12094. Scholarships**

Senate **approved** the Scholarships as outlined in Paper Q.

MJ

14/09/2017