SENATE

Minutes: Wednesday 14 June 2017

Present: Principal
Dr M Alexander, Mr D Andriosopoulos, Professor T Bedford; Professor D Brodie, Mrs L Brownlow, Dr A Coddington, Dr E Compton-Daw, Professor C Cooper, Mrs A Corrigan, Dr J Delafield-Butt, Professor AM Doherty, Dr A Fletcher, Dr P Flett, Mr B Green, Dr D Harle, Professor B Hidding, Mr R Jeyaraj, Dr B Keating, Professor D Kirk, Professor D Littlejohn, Professor Scott MacGregor, Dr K Mathieson, Dr S McCool, Mr Ray McHugh, Dr A McLaren, Dr M Piani, Professor E Riis, Dr O Romice, Dr K Savage, Ms Rona Smith, Mr B Starosta, Professor Robert Stewart, Dr S Terzis, Dr B Wagner, Dr G Welsh.

Attending: Dr D Willison, Ms G Pallis, Dr A Anderson, Mrs H Gould, Professor A Inceik, Dr V O'Halloran; Mr D Coyle, Ms C Milligan, Mrs M Judge, Dr M Reid, Dr L Paterson, Mr L McCabe, Mr H Ramsay, Dr D Bertram, Mr K Burns, Mr L McCabe, Mr M Mufahu Alhassan, Ms K Hannah

Apologies: Dr S Brough, Dr L Brown, Dr C Cassidy, Professor D Drikakis, Professor A Duffy, Professor M Grealy, Professor B Harris, Dr N Kelly, Dr J Liggat, Ms C McAlister, Dr P McColgan, Dr W McGeown, Dr B McNeil, Professor A Mulholland, Dr P Mulhern, Dr A Nordon, Dr F Papoff, Professor R Plevin, Professor A Salama, Professor Z Shipton, Professor B Simpson, Dr J Smith, Professor S Carter, Professor W Kerr, Dr J Wilson

Formal Matters
12046. Welcome
The Principal welcomed Senators to the final meeting of Senate of the academic year 2016-17, welcoming in particular the new USSA representatives to Senate and inviting them to comment on the discussions at Senate. The Principal thanked outgoing USSA representatives.

12047. Minutes of the meeting of 29 March 2017
Members **approved** the minutes as an accurate record of the meeting.

12048. Matters Arising
There were none.

12049. Report from Senate Business Committee
Senate **noted** the report from the Senate Business Committee.

The Senate Business Committee met on 31st May. The Committee reviewed the following key areas:
1. Update on recommendations from the Consultation on the Role of Senate. Paper B Appendix A.1 provided a summary of key areas of activity and target dates since the previous Senate meeting in March**.** Senate was requested to note the progress that had been made.
2. Collaborative Agreements: Senate was requested to note the report of the Collaborative Provision Agreement Subgroup which included the group's Annual Report 2016-17

(Paper, Appendix B). The report captured the work of the Collaborative Provision Agreement Subgroup over the academic year and included a list of some 80 collaborative agreements that had been progressed through the sub-group since December 2015. Senate noted the report, acknowledging the benefits of University's streamlined and consistent approach to approval of collaborative agreements.

3. The Committee agreed the proposed business agenda of Senate. The Committee welcomed the Principal's update to Senate on sector-wide and institutional matters, noting the agreements and new courses that had been approved by the Principal on behalf of Senate, in addition to those included in Faculty reports.

Presentations to Senate, focussing on a range of learning and teaching activity included:

- An Update on Learning and Teaching in Strathclyde (LATIS) delivered by Dr Debbie Willison, Vice Dean Academic Faculty of Science, on developments in the new Learning and Teaching in Strathclyde (LATIS) building project.
- Deputy Associate Principal Brian Green delivered a presentation to Senate on Course Review, Enhancement and Development (CREaD), which proposed a new, proactive approach to course review focussing on delivering enhancements to current processes in this area.
- Strathclyde Online: A presentation on the development of an integrated approach to the University's online activities would be provided jointly by: Deputy Associate Principal Helyn Gould, Dr Andrew McLaren Vice Dean Academic Faculty of Engineering and Howard Ramsay Learning Enhancement Manager.
- The Chief Finance Officer David Coyle updated Senate on the financial outlook for the year ahead.

Commenting on Paper D, Senate Election Results, Senate noted those elected to Senate for 2017/18. It was noted that in filling the remaining vacancies, cross-Faculty representation would be desirable. Subject to minor amendment the Committee was content with the papers presented for the Senate meeting. There were no further additional items brought forward for discussion by Senators.

Presentations and Items for Discussion

12050. Principal's Report and Update

The Principal's update to Senate included the following:

- **General Election**
  Referring to the outcome of the general election of 8th June, the Principal noted that the University would continue to engage positively with the incoming executives at national and local levels following the (UK) general election.

- **Senior Appointments**
  Senate warmly welcomed the appointment of Dr Veena O'Halloran as University Secretary and Compliance Officer. Senate noted and welcomed the appointment of Rachel MacSween as the new head of Recruitment and International Office.

- **External Engagement**
  The Principal commented on successful visits to the University from the Minister for Further Education, Higher Education and Science, and from the new Scottish Commissioner for Fair Access.

  Underlining the University's commitment to Widening Access as a socially progressive institution, the Principal had presided (on 13th June) over the graduation of some 128 children from Glasgow Children's' University.

The University Dinner had been a highly successful event. The event had attracted some 350 guests, many from external organisations and institutions.

- **Estates Update**
  Work is continuing on the University's £650M campus investment plan. Work would commence shortly on the Combined Heat and Power system. Senate was reminded that a Decant and Impact Minimisation Strategy had been circulated to inform staff and students of potential disruption on the campus.

- **Recruitment**
  The University would shortly be seeking to recruit up to 60 high-calibre academics to support education and research programmes.

- **Research wins**
  Research wins totalling over £8M were outlined. These included wins of over £1M from the Faculties of Science and Engineering.

- The Principal drew Senators' attention to a tabled paper listing nominations for Honorary Degrees to be conferred, noting that any comments should be submitted to the Senate Manager by 28th June 2017.

12051. Update on Learning and Teaching in Strathclyde (LATIS)

Dr Debbie Willison updated Senate on developments and milestones in the Learning and Teaching in Strathclyde (LATIS) building project. Having secured Court approval, Stage 2 of the project - Consultation and Engagement process - was now underway. The range of activity taking place in this stage was outlined: user groups were being consulted; Faculties were engaging with the design team; the Executive Steering Board was reporting to Court, Senate and Executive Team; Teaching and Learning Day, which would focus on the project, would be held on 16th June. Senate was reminded of the Guiding Principles of the project. Programme timescales were outlined: Stage 2 designs are expected to be approved by July 2017; focus thereafter will be on Stage 3, including decisions on the interior design of the building.

A major decision of the Teaching and Learning User Group focussed on the footprint of the building, in particular the design of a large, flexible teaching space. It was noted that consultations had highlighted the need to increase the University's provision of large and flexible teaching spaces. On the basis of educational need and evidence gathered, the decision had been taken to include within the building a 400 seater lecture theatre. The 'Hub and spoke' model, where key teaching space in the new facility would be supplemented by existing teaching rooms throughout the campus, was defined. The importance of the widespread consultations taking place was stressed. It was noted that user groups are meeting several times before the deadline for Stage 2 approval and that approval, which will be signed off by the Executive Steering Board, will take into account all user group consultations. The importance of the project keeping on track with regard to time-scale and budgets was highlighted. It was noted that there will be opportunities for further consultation moving from Stage 2 and into Stage 3 later in the summer. Regular updates will be provided to Senate as the project progresses. Senators were encouraged to input into the consultations.

12052. Course Review, Enhancement and Development (CREaD)
Deputy Associate Principal Brian Green outlined to Senate the rationale behind Course Review, Enhancement and Development (CREaD), an initiative designed to reflect on the impact of changes on internal institutional education systems and processes as a result of a range of external and internal drivers, and consequently to capitalise on opportunities to take more proactive and innovative approaches towards enhancement of systems and

processes. Internal drivers included: revisions to the Academic Year; the Learning and Teaching Project (LATIS); the initiation of Strathclyde Online and growth in Blended Learning. External drivers included: the changing student demographic; focus on metrics and data, such as external surveys (NSS, DLHE) and revisions to them, and to external Quality Frameworks; external educational frameworks, such as the Teaching Excellence Framework, and the Enhancement Themes framework. With process change a key driver, the initiative identifies the need for enhanced systems and use of management information, and for development of knowledge building and sharing arising from complex cross-institution strategic projects. Positive feedback on a framework-based approach has been received from Faculties. Factors to be considered within the initiative include: addressing varied practice in reporting at module level; greater consistency in module evaluation; multi-disciplinary provision; greater emphasis on cross-Faculty working and on delivering a consistent student experience. Outcomes of the initiative would include: creating clearer processes to "design in" new approaches to teaching and assessment; enhancing quality assurance systems, approvals and oversight at programme, department, faculty and institutional level. Next steps would include establishing a Working Group to review and progress the initiative. Scoping would take place over the next few months, with feedback provided to Senate through Education Strategy Committee, the group's initial report to be submitted to Education Strategy Committee's September 2017 meeting.

12053. Strathclyde Online

Deputy Associate Principal Helyn Gould introduced a joint presentation, "Strathclyde Online: An institutional response to the opportunities of Digital Education". The presentation included participation from Dr Andrew McLaren, Vice Dean Academic Faculty of Engineering and Howard Ramsay Learning Enhancement Manager. Part of an integrated approach to programme development, Strathclyde Online would establish a targeted digital education portfolio at The University of Strathclyde as part of the University's mainstream activities, and supporting its reputation as an externally-engaged, leading International Technological University. The range of drivers influencing the approach was outlined. These included changes in the expectations of students' needs, and responses to developments in flexible learning. Within the strategic approach to the portfolio, it was noted that demand-led developments would provide sustainable capacity-building through integration and collaboration. Programme and module development, an integrated process led by departments, would draw on the support of colleagues with expertise to support developments. Programme and module delivery, as the product of collaborative delivery, would be led by academic staff, with involvement from departmental and professional services staff with appropriate expertise (learning technologists), as well as external organisations. The importance of ensuring Quality Assurance processes appropriate to the needs of digital education and underpinning the curriculum was stressed. An outline of current activity as part of the Digital Education Framework was given: a Digital and Flexible Education Survey had been undertaken; identification of market and development was ongoing; Strathclyde Online Committee had been created in March, with members working on shaping processes and managing standards, and focussing on the quality of the student experience. It was noted that work-based learning, which included Graduate Level Apprenticeships, would spread the pedagogy wider.

An outline was given by Howard Ramsay of the module design and development process, with an explanation given of how online courses are supported by Education Enhancement. It was noted that there had been a shift in the institutional focus and skillset from Technology to Learning and Teaching, responding to changing needs, for example the growth of MOOCs. The process of the partnership model working with the academic team was outlined, with the emphasis on quality assurance and consistency of approach highlighted.

Illustrating a significant development in the University's area of online provision, Dr Andrew McLaren outlined the Graduate Level Apprenticeship programme that is being developed

in the Faculty of Engineering in the Department of Design and Manufacture and Engineering Management, Electronic & Electrical Engineering and Mechanical & Aerospace Engineering and within the Faculty of Science in Mathematics & Statistics. Senate was updated on the development of the BEng Hons programme which had received funding for some 35 students from Skills Development Scotland. The programme, delivered through online and work-based learning, would provide a broad engineering foundation, as well as professional and transferrable skills, with opportunities for students to map their competencies through skills development and through levels of accreditation, and essentially offering learners engagement with employers as full time employees in companies. Students would have opportunities to develop core knowledge and understanding through a range of disciplines, integrated into the curriculum. A break-down of the degree programme curriculum was provided. It was noted that employers were involved in planning learning programmes.

Summing up, Helyn Gould noted that the University was at a point of significant opportunity in this area of activity, and requested Senate members to provide feedback on the initiative. Commenting on the key points from the presentation, it was noted that students' input was encouraged, particularly in design and development stages. Senate members discussed the benefits to learners of the apprenticeships, with questions taken on learning outcomes, remuneration of apprentices, and resourcing of the initiative. Senate would be provided with further updates on developments.

12054. Finance Report
The Chief Financial Officer and Acting Chief Operating Officer (CFO/ACOO) presented the budget and Four Year Financial Forecast. The following summarised points of note are highlighted:

- The summary budget forecast for 2016-17 and the draft budget forecast for 2017-18 were outlined, noting that the 2017-18 forecast was subject to Court's approval.
- Senate was reminded that all figures were based on a revised financial accounting standard.
- 2017-18 was noted as being amongst the most challenging budget rounds for many years.
- The Four Year Forecast (2016-17 to 2019-20) noted a significant increase in both income and expenditure over the period, with the delivery of a surplus position by 2019/20.
- The increase in capital grants from 2018-19 to 2019-20 was largely due to the grant for the Combined Heat and Power district energy network development Project and infrastructure and equipment investment at AFRC.
- The forecast indicated a target to achieve a sustained annual increase in cash generated from operations.
- Income Scottish Funding Council grant income was forecast to grow only 3% over the period, with the resultant need to continue to focus on other income sources.
- The trend in overseas fee income noted a substantial increase over the period
- Expenditure over the period highlighted an increase, denoting the significant strategic investment in the University's Estate and IT developments, and underlining its position as an investing institution. Staffing expenditure indicated an increasing trend over the period.

Commenting on the presentation, Senate noted the significant investments that had been built in to the financial forecast, and the importance of robust strategies being in place to meet the financial challenges ahead.

12055. Senate Elections (Paper D)
Senate noted the paper, noting that the remaining vacancies on Senate would be addressed.

Committee and Faculty Reports to Senate

12056. Executive Team (Paper E)
Senate **noted** the report from the Executive Team.

12057. Court
Senate **noted** the report from Court, and **endorsed** proposed changes to University Ordinances as requested in Paper F.

12058. Education Strategy Committee (Paper G)
Senate **noted** the report of the Education Strategy Committee.

12059. Quality Assurance Committee (Paper H)
Senate **noted** the report from the Quality Assurance Committee and **approved** QAC's endorsement of the amendment to the general regulations to reflect the 40 credit maximum that students can take in optional classes.

12060. Learning Enhancement Committee (Paper I)
Senate **noted** the report from the Learning Enhancement Committee.

12061. Research and Knowledge Exchange Committee (Paper J)
Senate **noted** the report from the Research and Knowledge Exchange Committee.

12062. Senate Discipline Committee (Paper K)
Senate noted the report from the Senate Discipline Committee

12063. Faculty of Humanities and Social Sciences (Paper L)
Senate noted the report from the Faculty of Humanities and Social Sciences, and **approved** subject to scrutiny of any regulations by Ordinances and Regulations Working Group:
.1 New Course: MSc Criminology (Research Methods)
.2 New admissions options for the MSc in Safety and risk Management

F**or Information**:
.3 Collaborative Agreements for ICPS Athens and Sciences Po

12064. Faculty of Engineering (Paper M)
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:

Collaborative Agreements:
.1 Singapore University of Technology and Design (Appendix 1)
.2 Shanghai University of Electric Power (Appendix 2)
.3 Universiti Tenaga Nasional (UNITEN) (Appendix 3)
.4 Amet University, Chennai (AMET) (Appendix 4)
.5 Singapore Polytechnic (Appendix 5)
.6 Manipal University (Appendix 6)
.7 Tolani Maritime Institute (Appendix 7)

.8 MSc in Autonomous Robotic Intelligent Systems
.9 MSc in Advanced Construction Technologies and Building Info
.10 MSc Global Design Innovation
.11 MSc Welding Metallurgy and Welding Engineering
Significant Changes to Courses:
.12 MSc in 5G Advanced Communications (name change)

12065. Faculty of Science (Paper N)
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. Collaborative agreements which have been reviewed by the CPA:

.1 ZJUT Addendum
.2 SNU Addendum
.3 ECUST Addendum
.4 Donghua Addendum
.5 CUC Addendum
.6 Anhui Addendum

For information:
1. Approved by the Principal through Convenor's Action following review by Senate Business Committee:
.1 Introduction of MSc Cancer Therapies
.2 Introduction of MSc Advanced Drug Delivery
.3 Reinstatement of Admissions to BSc(Hons) Natural Sciences

12066. Revised Personal Circumstances and Academic Appeals Procedure
Senate **approved** the revisions to the Personal Circumstances and Academic Appeals Procedure as detailed in the paper (Paper O).

12067. Student Carers' Policy
Senate **approved** the paper and welcomed the new policy (Paper P).

Reserved Business

12068. Student Business
Senate approved the student business as detailed in Paper Q.

12069. Scholarships (Paper R)
Senate **approved** the following new scholarship, subject to scrutiny by the Ordinance and Regulations Working Group: The David C. Sherrington FRS Sports Award.

12070. Higher Doctorate
Senate endorsed the proposal of the award of a Higher Doctorate, as outlined in Paper S.

MJ
22/6/2017