

SENATE

Minutes: Monday 14 September 2015

Present: Principal

Dr M Alexander, Dr L Brown, Professor B Clark, Dr A Coddington, Mrs A Corrigan, Dr J Delafield-Butt, Professor M Demirbag, Professor D Dimitris, Dr P Flett, Professor M Grealy, Mr B Green, Professor B Harris, Professor B Hidding, Professor D Hillier, Professor S Howick, Dr J Hunter, Dr B Keating, Dr L Kelly, Professor S Kuhr, Professor D Littlejohn, Ms C Mcalister, Dr S McCool, Dr P McColgan, Mr R McHugh, Dr A McLaren, Dr P Mulheran, Professor J Murphy, Dr E Newlands, Mr M O'Donnell, Dr V O'Halloran, Mr G Paterson, Dr M Piani, Professor R Plevin, Dr S Rasmussen, Dr D Rotondo, Professor A Salama, Dr K Savage, Professor R Stewart, Dr S Terzis, Professor R Thomson, Dr B Wagner

Attending: Dr M Ellis, Mr H Hall, Professor A Incecik, Mr S Jennings, Mrs M Judge, Mrs C Milligan,

Apologies: Dr G Akram, Dr D Andriosopoulos, Professor T Bedford, Mrs L Brownlow, Dr Claire Cassidy, Mrs F Conway, Mrs E Figgins, Professor N Ghani, Professor T Gourlay, Professor W Kerr, Dr J Liggat, Professor E Riis, Professor S Roy, Professor E Shaw, Dr D Willison

Formal Matters

11830. Welcome

The Principal welcomed members to Senate's first meeting of the 2015-16 session, in particular welcoming newly elected and appointed Senators, including representatives from the Students' Association. The Principal also noted new and recent Faculty and ADP appointments.

11831. Minutes of the meeting of 10 June 2015

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

Matters Arising

Student Representation Policy (11811)

Members were advised that there had been some minor amendments to the updated Student Representation Policy as a result of further work on the policy undertaken by USSA and Dr Mark Ellis.

11832. Report from the Senate Business Committee

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

The Vice Principal reported that Senate Business Committee had met on 2 September to review the proposed agenda and to discuss the business coming forward to Senate. The following points were noted:

The Chief Financial Officer would be invited to Senate's November meeting to give a financial update.

Senate Business Committee had received updates at its meeting from the Education Quality and Policy Manager on two reports to Senate: 1. the annual statement to the Scottish Funding Council on Institutional Quality (Paper E). Senate was requested to endorse the report prior to its submission to Court. 2. the report on the review of the approach to Internal Review (Paper F), a follow-up action from the Enhancement-led Institutional Review (ELIR) which had culminated in a revision to the Internal Review Policy Procedures and Guidelines.

An update had also been given to Senate Business Committee by the Deputy Director Education Enhancement on the background to Paper G which put forward a proposal to reinforce the Senate Business Committee link with Senate by: (1) extending membership of the Senate Business Committee on matters pertaining to academic provision and strategic direction for education, in particular collaborative provision and other strategic academic activities; and (2) creating a new Collaborative Provision Agreement Sub-Group, reporting to Senate Business Committee, to support a unified approach to the formal approval of collaborative provision. The Vice Principal explained that as both of these areas fell under Senate's remit, formal approval was required from Senate. Members of Senate Business Committee present at the Senate meeting fully endorsed the proposals. The Principal noted that this development would strengthen Senate's role in academic governance, deepening its impact, whilst at the same time providing further transparency, and gave the proposal his support.

The Vice Principal noted that the Senate Business Committee welcomed the updates to be given to Senate later in the meeting on Student Recruitment and on the National Student Survey.

Senate Business Committee had considered and was content with Faculty reports presented to Senate.

Presentations and Items for Discussion

11833. Principal's Report

In addition to **noting** the Convener's Actions undertaken by the Principal since the last meeting and listed in Paper C, Senate was provided with an update on the following items:

- The University was continuing to engage proactively and positively with the Scottish Government in relation to the development of the Higher Education (Scotland) Governance Bill. The University would continue its engagement as the Bill moved to its next stage, responding constructively.
- As part of the launch of the University's Strategic Plan 2015-2020 the Principal had led events across the University to introduce the plan. These events had been well attended, with good levels of staff engagement.
- The Royal opening of the Technology and Innovation Centre (TIC) had been a resounding success. The opening had given the University a global profile. The Royal party had spent a significant amount of time at the University and had subsequently sent written acknowledgement expressing their enjoyment of their visit.
- The notable early success of the Technology and Innovation Centre (TIC) conferencing facilities was acknowledged. The level of engagement in use of the TIC was exceeding expectations with some 240 events, many being high profile,

held since March 2015. Staff are encouraged to continue to make use of the opportunity to bring appropriate conferences of scale to the University.

- The University had won two awards at this year's Inspiring City Awards, namely the Education Award for the Children's University, and the Industry and Business Award for the delivery of the Technology and Innovation Centre.
- The University has been shortlisted in three categories (Business School of the Year, Widening Participation or Outreach Initiative of the Year, and Outstanding Support for Early Career Researchers) in the Times Higher Education Awards. Strathclyde's nomination in the Widening Participation Category was for the Engineering Academy. Results will be announced in November.
- Several high value research bids had been successful across the University including one of over £2M, and two of over £1M. Research wins since June this year had totalled circa £19 million. The Principal congratulated those who had secured these wins, noting that the University's success in this area was indicative of its research intensity.

11834. Strategic Plan 2015-2020

The Director of Strategy and Policy provided an overview of the University's Strategic Plan 2015-2020, highlighting five broad areas of activity: outstanding student experience; internationally-leading research; world-leading innovation and impact; global engagement; and operational excellence. A key aspect of the plan was to introduce a sharper focus, introducing new KPIs whilst at the same time retaining central values and reducing the overall number of KPIs. New KPIs include: an increase in PGT numbers; an increase in citations; an increase in the value of industry research income; an increase in the number of non-EU students; achieve an annual operating surplus of 3-5%; and a reduction in carbon emissions. Considerable work was being done on communicating and integrating the Strategic Plan within the University, including launch events led by the Principal, and a dedicated SharePoint site. The importance of communicating the plan was stressed, as well as the desire to help provide an understanding as to why particular targets had been set and articulating how individuals contributed to these. It was noted that targets were challenging but realistic.

The Faculties of Engineering and Humanities and Social Sciences were invited to comment on the Strategic Plan and to outline their areas of focus. The Dean of the Faculty of Engineering gave a response noting the Faculty's strategy in relation to priorities and targets in: research output and citations; growth of international recruitment; and Knowledge Exchange and other income growth. The Faculty would work in collaboration with other Faculties to establish to establish a new Technology and Innovation Academy (TIA), based on the successful Engineering Faculty CPD Academy Framework.

The Vice Dean Academic of the Faculty of Humanities and Social Science outlined the strategic priorities of the Faculty of Humanities and Social Science. Areas of focus included: growing non-SFC income; identifying savings and efficiencies and reducing and eliminating a deficit in order to enable investment. The Faculty's plan was well aligned with the University's Strategic Plan. The Faculty was looking a potential areas of growth and income generation: PGR growth was expected to do well; CDTs were a strong presence; there was an increase in international studentship applications; conversion of more PGTs to PGR. Key to the Faculty's strategy is the internationalisation of the curriculum. The Faculty is developing international articulations and exchanges, particularly with China. Key to the Faculty's approach is investing in staff and staff development, as well as developing a shared commitment to future development and communicating on its targets to all staff. Confidence was expressed that Faculty's approach is effective.

Action: Senate Manager to post slides from Engineering and HaSS to the SharePoint site.

11835. Student Recruitment

The Director of Student Experience and Enhancement Services (SEES) updated Senate on the current recruitment cycle for session 2015-16 noting that UG recruitment was complete. PGT overseas, all RUK and PGT Home/EU recruitment and conversion activity would remain in progress until the end of September. The following was noted:

Undergraduate

- Home and EU students: - the University has over-recruited overall with all Faculties already over target.
- The University has met its target in relation to SIMD 40, with registrations expected to exceed the intake target of 900.
- In relation to Home/EU Non-Core targets for UG intake, the target had not yet been reached.
- RUK UG student targets have improved on last year with 30% more RUK applicants rolled forward for registration in September 2015 in comparison to the same period last year.
- Strathclyde Business School and the Faculty of Engineering have exceeded their targets for Overseas undergraduate students.

Postgraduate Taught

- It was noted that PGT admissions were still in active recruitment and the final picture for first semester starts would be known after registration.
- Home/EU students: - The University was currently short of target in this category but previous years' patterns of recruitment indicated further recruitment may yet mean the target could be met.
- PGT RUK intake: - There are currently 114 students have confirmed against a target of 110.
- Overseas PGT students: - The figures for Overseas Core/Non-core confirmed applicants rolled forward to registration shows the University overall is currently 56 ahead of the overall target for September intakes.

The University is set to exceed student recruitment targets in a number of student categories, however it is anticipated that the University will be closer to overall all targets than in the previous year. It was noted that as a result of the University's success in recruitment, a changed approach to recruitment was needed, with a move to selection rather than recruiting. Commenting on the student recruitment update, USSA representatives noted that whilst USSA had a major role in supporting home students, it is committed to doing more to help by way of promoting the University to international students. The Principal welcomed this partnership approach to recruitment with USSA.

11836. NSS Results

The Director of SEES gave a presentation on the results from the National Student Survey (NSS) 2015. Since the introduction of the NSS ten years ago, the University's performance has remained below the top quartile against the national trend, oscillating between 86% and 89%. Whilst it is recognised that pockets of excellence exist, the overall results are not consistently sustained year on year, the more recent results illustrating this.

Key points from the survey results were:

- Increased response rate of 71%, up three points from last year
- Decreases in 5 out of 8 sections, against last year's performance.
- Maintained the score in 2 out of 8 sections
- Increase in Learning Resources (up to 92%).
- The University's overall satisfaction rate is down 2 points on last year

The University has scored above the sector average in the areas of; Learning Resources, Personal Development, Overall Satisfaction and Students' Union, with students expressing satisfaction in particular with Library and IT resources and the Students' Union. Other Results highlight key areas for action in: 1. Assessment and Feedback; 2. Academic Support; 3. Organisation and Management. The Associate Deputy Principal (Learning and Teaching) outlined work that is already underway towards addressing areas of concern, and presented a strategy and next steps for improvement. The University would revisit its approach to NSS, focussing on benchmarks and quartiles and looking at UK-wide comparative data at subject level, with amendments to reporting to focus more on comparative analysis at subject level. Improvement plans would be put in place at subject, department and School levels, with local responsibility for improvements and action, whilst reinforcing what works well and communicating this to students and staff. The importance of improved performance was highlighted, with improvements in Assessment and Feedback being a key area of focus. Cross-institution ownership would be the basis of the actions framework to achieve this, with responsibilities identified at local school/departmental level. Timescales for implementation were outlined. In addition to a review of comparator institutions, a longer term, holistic and sustained partnership approach between academic schools and departments and the student community would be taken, complemented by institutional and professionally delivered support and reporting structures. The Principal endorsed the approach, emphasizing the need for systematic engagement by local staff and student committees, and for ensuring monitoring process are in place and embedding process in activities. The Vice Principal added that there should be a focussed deployment of resources, at discipline level, with resources targeted where needed in order to improve overall performance. USSA representatives noted the rise in student expectations, and indicated their support for improvements in student feedback. Senate members commented that it would be helpful to provide definitions to students, for example in relation to turnaround times for feedback and what they could expect.

Items for Approval without Discussion

11837. Annual Statement to SFC on Institutional Quality 2014-15 (Paper E)

Senate **approved** this item and **recommended** to Court that the final report be endorsed.

11838. Review of Internal Review (Paper F)

Senate **approved** the revisions for implementation in 2015-16.

11839. (1) Proposal to extend attending membership of Senate Business (Paper G)

Senate **approved** the extension of membership.

(2) Proposal to create the Collaborative Provision Agreement Sub-group (Paper G)

Senate **approved** the creation of this group.

11840. Senate Appointments and Membership on Main Committees 2015-16 (Paper H)
Senate **approved** this item.

Committee and Faculty Reports to Senate

11841. Executive Team (Paper I)

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

11842. Court (Paper J)

Senate **noted** the report from Court.

11843. Education Strategy Committee (Paper K)

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

11844. Research and Knowledge Exchange Committee (Paper L)

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

11845. Senate Discipline Committee (Paper M)

Senate **noted** the report from Senate Discipline Committee

11846. Faculty of Science (Paper N)

Senate **noted** the report from the Faculty of Science

11847. Strathclyde Business School (Paper O)

Senate **approved** item A1 and **noted** item B1 of the report from Strathclyde Business School.

11848. Faculty of Engineering (Paper P)

Senate **approved** Collaborative Agreements:

- Collaborative Agreement: Jiangsu University of Science and Technology (JUST), China
- Memorandum of Understanding: Beihang University, China
- Articulation Agreement: Tianjin Normal University, China
- Articulation Agreement: Wuhan University (WHU), China
- Articulation Agreement: Forth Valley College, UK

Senate **noted** New Course: MSc in Prosthetics and Orthotics (Dept of Biomedical Engineering)

11849. Faculty of Humanities and Social Sciences (Paper Q)

Senate **approved** the report from the Faculty of Humanities and Social Sciences

Reserved Business

11850. Student Business – Strathclyde Business School

Senate **noted** the student business as detailed in Paper R

11851. Student Business – Faculty of Engineering

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

11852. Faculty of Science

Senate **noted** the student business as detailed in Paper T.

11853. Faculty of Humanities and Social Science

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

11854. Scholarships

Senate approved the following new scholarships, subject to scrutiny by the Ordinances and Regulations Working Group of regulations:

- The Bridgeall Scholarship
- The Gair Scholarship Fund

11855. Honorary Degree Nomination

Senate noted the nomination for the conferment of Honorary Degree. Senators were advised to provide any feedback to the Convener of Senate within two weeks.

MJ 15/09/15