

## SENATE

### Minutes: Wednesday 29 March 2017

- Present: Principal  
Dr M Alexander, Dr Dimitris Andriosopoulos, Dr C Cassidy, Dr E Compton-Daw, Professor C Cooper, Dr J Delafield-Butt, Professor D Drikakis, Professor A Duffy, Dr M Ellis, Professor D Graham, Professor M Grealy, Mr B Green, Dr D Harle, Professor B Harris, Professor D Hillier, Professor D Kirk, Dr J Liggat, Professor D Littlejohn, Professor S MacGregor, Dr P McColgan, Dr S McCool, Dr W McGeown, Mr R McHugh, Dr B McNeil, Mr G McPheat, Professor A Mulholland, Dr V O'Halloran, Dr F Papoff, Professor K Paudyal, Dr M Piani, Professor R Plevin, Professor E Riis, Dr O Romice, Professor I Ruthven, Professor A Salama, Mr B Starosta, Professor R Stewart, Dr G Welsh
- Attending: Dr D Willison, Ms G Pallis, Professor T Bedford, Professor S Carter, Mrs H Gould, Professor A Inceik, Professor W Kerr, Mr D Coyle, Mr L McCabe, Mrs C Milligan, Mrs M Judge, Ms K Hannah
- Apologies: Dr E Barlow, Professor D Brodie, Dr S Brough, Dr L Brown, Dr A Coddington, Mrs A Coddington, Mrs A Corrigan, Dr M Findlay, Professor R Findlay, Dr A Fletcher, Professor N Ghani, Professor B Hidding, Dr M Karampela, Dr B Keating, Dr N Kelly, Professor S Kuhr, Ms C McAlister, Dr A McLaren, Dr P Mulheran, Dr A Nordon, Dr D Rotondo, Prof S Roy, Dr K Savage, Professor B Simpson, Ms R Smith, Dr S Terzis, Dr B Wagner, Dr T Anderson, Dr J Wilson

#### Formal Matters

##### **12021. Welcome**

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

##### **12022. Minutes of the meeting of 25 January 2017**

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

##### **12023. Matters Arising**

There were none.

##### **12024. Report from Senate Business Committee**

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

The Senate Business Committee had met on 17 March. The Committee had reviewed three key areas:

1. Update on the recommendations from the Report of the Consultation on the Role of Senate.  
Appendix A of the report from the Senate Business Committee (Paper B) provided a summary of recommendations from the Report of the Consultation on the Role of Senate, with proposed actions and target dates. Senate was requested to note the recommendations that had been completed, those that were in progress and those to be actioned. Senators were encouraged to provide input to the recommendations

- through Senate Business Committee members who would continue to monitor the ongoing recommendations from the report.
2. The report of the Collaborative Provision Agreement (CPA) subgroup.  
Senate noted the report of the CPA subgroup which included a summary of the details of collaborative agreements for approval. It was recognised that the subgroup was functioning effectively, and that the bi-monthly meetings being held with Faculties were helping to ensure that the process was functioning smoothly. It was noted that there had been no agreements requiring Principal's approval outwith the cycle of the subgroup.
  3. The Committee had agreed the proposed business agenda of Senate, and was content with the papers presented for the Senate meeting, subject to minor amendment. The Committee welcomed the Principal's update to Senate on institutional and sector-wide issues, and presentations on the following items:
    - The Deputy Associate Principal Research and Knowledge Exchange would give a presentation on behalf of the Faculty of Science on Developing and sustaining work-based research collaborations. This presentation was carried forward from January Senate.
    - The Deputy Associate Principal Research & Knowledge Exchange would update Senate on the University's Strategic Research Themes.
    - The Deputy Associate Principal Learning and Teaching would update Senate on the University's new Learning and Teaching Building, The Place.
    - The Chief Finance Officer would provide a Finance Update: Budget and Q2 Business Report.

Senators' attention was drawn to specific items: i. Paper C which notified Senate of the forthcoming Senate elections. It was noted that the call for nominations was now open. ii. Agenda items 2.1.2 (Senate Business Committee Terms of Reference) and 2.1.3 (Membership of Senate) which the Principal would cover in his update. Senators noted and approved those papers starred for approval without discussion. There were no further additional items brought forward for discussion by Senators.

### Presentations and Items for Discussion

#### **12025. Principal's Report and Update**

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

- **First Minister visit to AFRC**  
The Principal had hosted the First Minister's visit to the Advanced Forming Research Centre (AFRC). The visit First Minister had met with staff and industry partners on a tour of the facility.
- The Principal informed Senate that he would shortly be visiting the USA. The visit would include: Caltech in California (Aerospace), San Francisco (Photonics), and Texas (oil and gas).
- The University had hosted the Council of Economic Advisers meeting. The group includes Sir Harry Burns and Professor Sara Carter from the University of Strathclyde.
- The role of University Secretary and Compliance Officer was now recruiting, with the role of Chief Commercial Officer to follow.
- **Campus Transformation**  
Court had approved (2<sup>nd</sup> March) the £60 million Teaching and Learning Building development. This investment comprises the largest single investment by the University in a University building to date. Court had also approved an extension to the AFRC building. In addition, Court had approved significant work on the John Anderson building. These approvals, along with the refurbishment of the Wolfson building, the development of the University's Combined Heat and Power district energy system, as well as the £31 million development of the Strathclyde Sport facility, reflected significant investment in the campus.

With the extensive work taking place on the campus in the coming years, Estates Services were developing a Decant Strategy to ensure sufficient teaching estate at all times. An Impact Minimisation Strategy would also be developed to ensure disruption would be kept to a minimum, particularly at key times.

- **Scottish Funding Council (SFC) Outcome Agreement**  
The new three-year SFC Outcome Agreement (2017-2020) had been approved by Court and would be submitted to SFC by 31 March.
- **Research Excellence Framework (REF)**  
It was noted that the University's response to the Joint Funding Councils' second REF consultation has been submitted. Senators were encouraged to read the response. It was acknowledged that the University is more research intensive than it has ever been in its history.
- **Budget**  
Discussions have been underway in relation to the development of next year's Budget. The SFC's indicative funding allocations for 2017-18 have been announced and will be confirmed subject to Parliamentary agreement on the Budget Bill and the finalisation of Outcome Agreements.
- **Student Recruitment**  
The University had held its first Recruitment and International Forum. The event was well-attended by colleagues across the University, and will become an annual event.
- The University is now Scotland's leading research-intensive university for attracting increasing numbers of widening access entrants to higher education, according to the latest SFC figures released in February.
- The new Scottish Commissioner for Fair Access, Professor Peter Scott, will visit the University on 25 April. Planning is underway for the visit, led by the Director of SEES, Associate Principal (Learning and Teaching), and Director of Strategy & Policy.
- **Chancellor's Fellowships**  
Underlining the University's commitment to attracting and retaining global talent, following an unprecedented number of high-calibre applications, 21 individuals have been selected for offer. The breakdown of applications across Faculties was given:
  - Faculty of Engineering: 178
  - Faculty of Humanities & Social Sciences: 153
  - Faculty of Science: 208
  - Strathclyde Business School: 71
- **Obituaries**  
Senate noted with sadness the passing of Professor Donald Pack, a former Professor of Mathematics at the University.  
Senate expressed its deepest sympathies at the passing of Professor Gustav Jahoda, founding head of Strathclyde's Psychology Department.  
Senate also noted its sympathy at the passing of Professor Andy Furlong a renowned sociologist, who had held academic positions at Strathclyde, Edinburgh and Glasgow.  
Senate members reflected on the contribution these former members of the University had made. It was noted that letters of condolences would be sent to their families.  
[ACTION]
- Senate noted that Professor Iain Hunter has been appointed co-chair of a national group to shape the Scottish Government's Science, Technology, Engineering and Maths (STEM) education strategy.
- Senate congratulated Professor David Hillier, Executive Dean of Strathclyde Business School on being named Public Sector Director of the Year at the Institute of Director awards.
- It was noted that the University's successful partnership with GlaxoSmith Kline (GSK) has been extended significantly in an agreement worth more than £2.5 million. Professor Billy Kerr would update Senate in more detail on the partnership in his presentation to Senate.
- **Centre for Work-based Learning**

The University of Strathclyde has been announced as a partner in the newly-launched Centre for Work-based Learning, alongside Skills Development Scotland, Robert Gordons University and Heriot-Watt University.

- **Research Grant Awards**

The University had received a number of research awards since the previous Senate meeting (January 2017).

- **Revised Terms of Reference of Senate Business Committee**

Following the Consultation on the role of Senate, the terms of reference of the Senate Business Committee had been revised in line with the recommendations of the report. Attention was drawn to Paper P which reflected the changes that had been made, and which required Senate approval. Senators approved the paper.

- **Changes to Charter and Statutes**

Proposed amendments to University Charter and Statutes, outlined in Paper S, were highlighted to Senate with a request that Senate approve the proposed changes to the Membership of Senate and recommend these amendments to Court for formal approval. Senate noted from the paper the intention to bring forward more substantial draft revisions to governing instruments to ensure compliance with the Higher Education Governance (Scotland) Act 2016. Senate approved the paper.

## **12026. Faculty of Science: Developing and sustaining work-based research collaborations**

As part of Senate's focus on Faculty activity and successes a presentation to Senate was given on a highly successful transferrable programme for work-based collaborative research degrees in the Faculty of Science in partnership with GlaxoSmith Kline (GSK). The background to the partnership programme, which was established in 2009 following a long-standing relationship with GSK, was outlined with details given of the initial collaborative MPhil and PhD programmes. Senate learned how the model was established and expanded with the creation of new PhD studentships through the Collaborative Doctoral Training Centre model. The number of new PhD studentships in the period 2012-17 had grown to 84, with the number of collaborative researchers through the GSK Academy Pipeline at 130 by 2017. The financial aspects of the collaborative model were described, with an outline given of tuition fee structures. The numerous benefits of the partnership to the institution, to the partner and to employers were outlined. Success indicators included: 51 peer-reviewed international research publications; over 60 student presentations at external and internal conferences and symposia; 25 national and international PGR awards; programme awards and recognition in a range of areas.

In considering the messages of the presentation, Senators were asked to reflect on how the model for this successful partnership programme could be used and transferred to other Faculties and Departments. The research and training programme facilitated the transfer of skills, techniques, knowledge and research strategies across a wide range of disciplines, with knowledge transfer working effectively for both the partner and the institution. These interactions helped influence the development of course content and directed the development of training at both undergraduate and postgraduate levels. The model was both flexible and robust, and in addition to the support of the partner organisation had benefited from the support of colleagues in the Faculty, from senior executive staff, as well as from support areas of the University such as RKES and SEES. Senate members noted their appreciation of the excellent work that was being done on this successful collaboration, and were encouraged to look at initiatives to establish further similar models which they were advised would be warmly supported.

## **12027. Update on Strategic Research Themes**

The Associate Deputy Principal Research & Knowledge Exchange updated Senate on developments in the University's strategic research themes. There had been wide consultation on the areas of focus of the new themes which built on strengths from across all four Faculties, drawing on and stimulating the University's excellent research. Having

acknowledged the achievements of the previous themes, the key objectives and intentions of the new themes were outlined. These included: promotion of cross-disciplinary collaboration; providing a focus for developing further strategic partnerships; openness and flexibility towards new “bottom up” initiatives from within the University. Senators were invited to reflect on the impact of the themes in their specific areas of work, noting that the university’s work relevant to particular themes would be showcased. Examples of theme activities were given, such as events and activity building to encourage strong cross linkage and engagement with strategic international partners. Sub-themes would evolve and develop each year. The importance of the themes to REF was noted, as well as the need to ensure that internal strategies are informed by thematic opportunities as part of the strategic planning cycle. Discussing the presentation, Senators commented that as well as staff engagement, student engagement was a vital part of the activity around the themes, which offered a range of opportunities to students.

### **12028. Learning and Teaching Building: Update to Senate**

The Associate Principal Learning and Teaching gave a presentation to Senate, updating Senate on developments around the University’s new Learning & Teaching Facility. The £60M investment, following approval by Court, was now moving to the next stage of development. Senate was reminded of the strategic drivers behind the development of the building. These included: enhancing the student and staff learning experience; alignment of teaching provision with projected growth in student numbers; bringing provision in line with benchmark institutions; provision of adaptable space to meet current and evolving learning and teaching needs; provision of fit for purpose USSA accommodation; supporting projected income generation. The strategic benefits of the new building, as well as the benefits to students and to learning and teaching were defined. The building would facilitate a range of new teaching and pedagogic developments driven by new technologies and offering new teaching modes. A range of developments for students would also be enhanced through the new building, importantly the co-creation of education, and curated visual learning technologies. The new building offered a wealth of opportunities for the University’s future teaching and learning provision, and would strengthen support mechanisms for an increasingly diverse student population.

The timescales of the next phases of development were outlined. A four month consultation with users had commenced in April 2017. This would be followed by Stage 2 design approval in July 2017. The decant of the Colville & Architecture buildings would follow in August 2017, with enabling works commencing thereafter. It was anticipated that following planning consent construction would begin in May 2018, with construction completion of the Architecture building expected in summer of 2019, and construction completion of the Colville building in April 2020. It was expected that the first cohort of students to use the building would be from 2020-21.

An outline of the consultation process was given. Three user groups had been identified: Teaching & Learning user group, Professional Services user group and USSA user group. The Executive Steering Board would report to ET, Senate, Court, Marketing and Communications, IT, Estates and Project Management, cross-cutting all groups.

Concluding the presentation, Senators were reminded that the University’s guiding principles were key in the development of the new building: promoting the University’s vision, mission, strategic objectives and values; providing a first-class and distinctive learning, teaching and student experience fit for the needs of 21st Century learners, with student learning and wellbeing at the heart of the development, helping to build a sense of belonging and community.

Discussing the presentation, Senate members warmly welcomed the development, noting that this was a flagship project which would bring huge benefits to the University population. Members were encouraged to get involved in the consultation process. Regular updates on

the progress of the development of the Learning and Teaching Building would be provided to Senate.  
[ACTION]

### **12029. Finance Update: Budget and Q2 Business Report**

The Chief Financial Officer (CFO) introduced the Budget and Q2 Business Report 2016-17. The following summarised points of note are highlighted:

- The application and effect of accelerated budget timescales, and the recognition of the need to build residual capacity.
- The impact of the introduction of the new financial reporting standard on the Q2 budget and forecast figures.
- The Q2 forecast figures for 2016/17 were largely on target with the budget figures set in June 2016.
- The impact of the new Learning and Teaching Building, the University's single biggest investment, on the budget and consequent need to generate income for this expenditure.
- Significant increases in tuition fees, a shortfall in overseas fees and the impact of these factors on income for the 2017/18 budget.
- The 2017/18 draft budget noted a variance in tuition fee income and in research income, with SFC income on line.
- University income trends (2006-2019) indicate a declining share of income from SFC grants.

Next steps for budget forecasting were outlined. These included: detailed analysis and profiling of all income and expenditure projections; identification of additional income options to achieve target outturn; identification of expenditure reductions; re-profiling of expenditure to achieve target outturn.

Commenting on the presentation, confidence was expressed by Senate in the University's good financial position, with acknowledgement of the work undertaken to achieve this and recognition that the institution's growth is based on its strong financial performance relative to its excellent academic outcomes.

### Items for Information

#### **12030. Timetable for Senate Elections**

Senate noted the paper.

### Committee and Faculty Reports to Senate

#### **12031. Executive Team**

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

#### **12032. Court**

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

#### **12033. Senate Discipline Committee**

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

#### **12034. Education Strategy Committee**

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

#### **12035. Quality Assurance Committee**

Senate **noted** the report from the Quality Assurance Committee and **approved:** the Moratorium on extension to a thesis from Pure and Applied Chemistry; the amendments to the Fitness to Practice Policy.

**12036. Learning Enhancement Committee**

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

**12037. Strathclyde Business School**

Senate noted the report from the Business School and **approved:**  
The Chiang Mai University Articulation Agreement

**12038. Faculty of Humanities and Social Sciences**

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 Significant changes to Existing Courses:
  - MSc/LLM in Legal Research Skills and Methods
  - EdD
- .2 Collaborative Agreement with Changzhou University, China

**12039. Faculty of Engineering**

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:

- New Courses
  - .1 DMEM: MSc in Digital Manufacturing
- Significant Amendments to Regulations:
  - .2 DMEM: MSc in Engineering Management for Process Excellence
  - .3 DMEM: EngD/MSc in Systems Engineering Management
  - .4 DMEM: MSc in Supply Chain (and streams)
- Collaborative Agreements:
  - .5 Collaborative Articulation Agreement: Zhejiang Ocean University
  - .6 Collaborative Agreement: INSA Lyon
- For information:
  - MOU:
    - .7 Hanoi University of Science and Technology

**12040. Faculty of Science**

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 UESTC Collaborative Agreement
    - .2 HITWH University Collaboration Annex
  - 2. Introduction of Graduate Diploma in Physics (Conversion Course)

**12041. Revised Admissions Policy**

Senate **approved** the paper (N).

**12042. Senate Business Committee - Revised Terms of Reference**

Senate **approved** the paper (P).

Reserved Business

**12043. Student Business [Reserved]**

**12044. Scholarships [Reserved]**

**12045. Changes to Charter and Statutes [Reserved]**

MJ  
06/04/2017