

SENATE

Minutes: Wednesday 20 November 2019

Present: Principal

Professor S MacGregor, Professor T Bedford, B Green, Professor A Galloway, Professor D Brodie, Professor A Incecik, Professor I Stewart, Professor C Booth, Professor A Duffy, Dr J Race, Professor Jan Sefcik, Dr G El Mountassir, Dr C White, Dr A McLaren, Dr P Mulheran, Dr H Grierson, Dr S Strachan, Dr T Tezdogan, Dr Y Demirel, Dr M Salamati, Professor P McKenna, Dr L Dennany, Dr L Gibson, Dr A Nordon, Dr M Cunningham, Professor A Doherty, Professor A Morton, Dr A Gok, Dr B Wagner, A Paddison, Professor K Blair, L Brownlow, Dr A Hewitt, Professor C McDiarmid, Dr J Delafield-Butt, Dr S McCool, Dr K Mitchell, A McFarlane, R McHugh, R Smith, M Crilly, E Selasie Ahadzie, K Burns, R Cairns, M Watson, J Agbonrofo, S Kritharidou, B Rapson, C Hillan, Dr E Compton-Daw, Amanda Corrigan

Attending: Dr L Bonnar, Professor D Willison, H Gould, S Wallace, C Milligan, M Judge, G Stead, L Joyce, Professor E Shaw

Apologies: Professor Billy Kerr, Professor David Hillier, Professor Ashraf Salama, Dr Barbara Keating, Dr Ashleigh Fletcher, Dr Cristina Gonzalez-Longo, Dr Yu Zhang, Dr David Harle, Dr Graeme West, Dr Yigit Kemal Demirel, Professor Roma Maguire, Dr Jennifer Pestana, Dr Kimberley Kavanagh, Dr Brian McNeil, Professor Krishna Paudyal, Dr Alex Dickson, Dr Samantha Murdy, Dr Kathy Hamilton, Dr Julie Anne Smith, Dr Colin Lindsay, Professor Tom Scotto, Dr Lorna Gillies, Paul Chambers, Dr David Robertson, Dr Stuart Brough, Professor Susan Howick, Dr Veena O'Halloran, Adrian Gillespie. Gill Watt

Formal Matters

12333. Welcome

The Principal welcomed Senators to Senate's second meeting of the academic year 2019-20, in particular welcoming new student representatives from the Faculty of Humanities and Social Sciences and the Business School, following their election to their roles. It was noted that Senate now had 10 student members, representing broader student representation, and whose contribution to Senate was valued.

12334. Minutes of the meeting of 4th September 2019 (Paper 19-20 01)

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

12335. Matters Arising

There were none noted.

12336. Report from Senate Business Committee (Paper 19-20 02)

The Vice Principal invited Senate to **note** the report of the Senate Business Committee which met on 4th November 2019.

Senate was informed that a full review of Senate effectiveness would take place at the end of the academic session. It was noted that, in compliance with the Scottish Code of Good

Higher Education Governance (2017), a full review of Senate effectiveness is undertaken periodically every 4 years.

The Committee had reviewed the following:

1. The report of the Collaborative Provision Agreement (CPA) subgroup (Appendix A of the report). It was noted that the CPA subgroup had approved 14 collaborative agreements, which were detailed in the Faculty reports to Senate, in addition to Study Abroad Agreements submitted by RIO which were annexed in the report.
2. Convener's Actions approved by the Principal on behalf of Senate since the last Senate meeting outlined in Paper 19-20 03, had been considered by Senate Business Committee: a request from the Faculty of Science to approve a new Programme: BSc Hons Digital and Technology Solutions; a request to approve distance learning arrangements for the existing programme MSc in Financial Technology (FinTech) part-time in partnership with Bahrain Institute of Banking and Finance; a request to approve an annual prize.
3. The Committee agreed the business agenda of Senate's meeting of 20th November 2019. In addition to the Principal's update on University news and matters impacting the sector, the Committee welcomed the following items: Strategic Plan Update; Recruitment Update; GADA/SOL/FlexEd Update; Financial Update; Learning and Teaching Building Project Update; Student Voice Update; NSS Results Update.
4. The Committee had reviewed the reports submitted for the Senate meeting, which subject to minor modifications were approved by the Committee.
5. Senate's attention was drawn to Paper 19-20 09 SEC Report which detailed a request for Senate approval of two student-led projects Student Transitions Leadership and Retention, and Active Students Project.
6. Paper 19-20 017, "Proposed Amendments to University Charter and Statutes", was highlighted drawing Senate's attention to the proposed amendments to the University's Charter and Statutes which were required in order to comply with the Higher Education Governance (Scotland) Act 2016, and with the Scottish Code of Good Higher Education Governance (2017). Senate was invited to review the proposed amendments to the University's Royal Charter and Statutes and to recommend these to Court for formal approval.

Presentations and Items for Discussion

12337. Principal's Report and Update

The Principal updated Senate on a range of items including the following:

Medals Ceremony

Senate noted that at the Strathclyde Medals Ceremony in September the University had recognised 14 individuals and 11 teams who had made an important contribution to the University's values through their work and achievements.

Values Survey

Thanks were expressed to all those who completed the University's 2019 values survey. The survey had received an excellent response. The percentage of those who responded by agreeing or strongly agreeing that the Values reflected their experience at Strathclyde was up for every Value, with People Oriented seeing the largest increase. The results had now been shared with all staff.

Student Inauguration Events

Inauguration events for all new students had been held at the start of term, and had been successful, with students enjoying presentations from senior University staff and the President of the University of Strathclyde Students' Association.

Winter Graduations

The University had held 12 Winter graduation ceremonies which had taken place between 1 – 8 November 2019. Around 1900 Strathclyde students had graduated in person, with some 600 graduating 'in absentia'. Senate noted that this year there had been more graduation ceremonies than previous winter graduations, this change in part reflecting the growing numbers of students graduating following the abolition of graduation fees.

Honorary Nominations

In relation to Honorary graduates, the Principal requested Senate members to propose nominations, in particular of citizens in the public eye, to be considered at the Honorary Degree panel committee meeting in January 2020. [Action: Senate members]

Chancellors Fellowship Programme

An update was given on the Strathclyde Chancellor's Fellowship Scheme (SCFS), noting the significant investment in the scheme, and its success in attracting high quality applications.

Industrial Action

It was noted that industrial action by members of University and College Union (UCU) was due to commence on 25th November in relation to the 2019/20 national pay negotiations and the Universities Superannuation Scheme (USS). An update was given on action being taken and planning being undertaken in order to ensure there was no adverse impact on students as a result of the effect of the industrial action.

Election of Principal as President of the Royal Academy of Engineering

The Principal had been elected President of the Royal Academy of Engineering. The significance of the Royal Academy was noted, the Principal welcoming the opportunity this role of influence would afford both to the University and to the wider education community.

Confucius Institute

The Ramshorn Theatre had been officially opened as the home of Confucius Institute for Scotland's Schools and Scotland's National Centre for Language.

Awards

The Principal was pleased to inform Senate that the University had just been awarded The Queen's Anniversary Prize for Higher and Further Education. Further details would be advised when known.

Strathclyde student David William Mackenzie has won the Graduate Apprentice Rising Star award at this year's Scottish Apprenticeship Awards

The University had been nominated for Times Higher Education awards in four categories, and had been shortlisted for UK University of the Year.

Grant Activity/Funding

The Principal updated Senate on research awards the University had received since the last Senate.

12338. Strategic Plan 2020-2025 Update

Introducing the Strategic Plan 2020-2025, the Principal outlined the context highlighting that the University's vision, values, ambition and key strengths form the framework of the Strategic Plan, and noting an overarching aim of ensuring that students are provided with an outstanding education and distinctive Strathclyde experience.

The Director of Strategy and Policy presented further highlights from the Strategic Plan 2020-2025 to Senate including proposed KPIs and targets. In relation to the setting of KPIs and targets it was noted that the approach builds on the University's areas of strength, and, focussing on areas where there has been good progress, driving forward ambition, whilst at the same time ensuring even distribution of attention across KPIs. Commenting on specific

KPIs and targets, the Director of Strategy and Planning noted in relation to the KPI on “Student satisfaction scores in the National Student Survey” that this KPI would evolve, with interim milestones set. Ambitious targets had been set in relation to student growth targets, again building on significant recent success. Attention was drawn to some new KPIs: a continuously closing gender pay gap; and a year on year reduction in emissions towards Net Zero.

An outline was given of the consultation and development of the Strategic Plan to date. The process had progressed from a pre-development phase led by Faculties and PS Leads, through to Phase 1 “Vision 2025 Scoping”, and Phase 2 “Consolidation, consultation, refinement”, and was now in Phase 3 where drafts were being considered by Executive Team and Court, as well as by individuals and committees including Senate. The launch of the Strategic Plan would take place on 3rd February 2020. It was noted that the Strategic Plan would be kept under continuous review as a live document, with engagement in delivery of the Plan by both staff and students. Senate was asked to consider how it could contribute to Strategic Plan. A copy of the current draft Strategic Plan would be circulated to Senate, with a request for Senate members to send comments to the Director of Strategy and Policy. [ACTION]

12339. Student Recruitment

The Director of Strategy and Policy delivered a presentation updating Senate on student recruitment to date in 2019-20. Setting student recruitment within the context of the Strategic Plan’s ambitions, the parameters influencing recruitment targets were outlined, such as capped and uncapped populations, external and internal drivers including Widening Access policy, Scottish Government funding, and diversity. The following points were noted:

Undergraduate

- The University has exceeded its target in relation to SIMD0-20 for the third year, and is currently in a sector-leading position for a research intensive.
- RUK UG student recruitment had increased on last year, with the impact of clearing noted.
- Significant growth year on year of International students, reflecting, amongst other contributing activities, increased demand, enhanced offerings and improved processes.

Postgraduate Taught and Research

- PGT recruitment exceeded the full year target with additional students still to begin courses with mid-year (January) start dates.
- RUK student numbers were up year on year and above target, although this is variable by Faculty.
- As for UG, growth in international, PGT international student recruitment had seen a very strong performance across the University.
- Whilst PGR growth was overall up year on year at Q1, there is however still a sizeable gap to meet the set target and achieve institutional strategic ambitions.

Current activity and next steps for ongoing recruitment were outlined, highlighting the focus on student support, retention and progression as well as recruitment. Senate welcomed the presentation noting the strong growth ambitions set for 2025.

12340. Financial Update

The Chief Finance Officer Steven Wallace provided Senate with a financial update for the financial year 2018 / 19.

The following summarised points of note from the presentation are highlighted:

- The Income Statement noted Total Income was up (10%) year on year.

- Expenditure was also up, due largely to staffing and infrastructure costs.
- The balance sheet indicated a significant increase in Provisions, due largely to an increase in USS deficit provision. It was noted that all Universities would be affected by this. However, in the next year c.40% of the provision increase would be reversed, driven by the accounting standard.
- In relation to capital expenditure, the CFO outlined the significant projects by spend during the year, with the Learning and Teaching hub incurring the most significant spend, albeit that the 19 / 20 financial year would see the majority of the spend on that project.
- Commenting on the outlook, it was noted that:
- SFC income was likely to remain flat for foreseeable future.
- Growth in non-SFC income remains key and will drive future growth ambitions.
- 2019 has seen good progress, and current year levels are promising.

The University, by continuing to focus on sustained, good financial governance and growth as an investing institution has the financial strength to continue to resource major investments, and take advantage of new opportunities.

Senate welcomed the presentation and would receive further updates on the University's financial position.

12341. Learning and Teaching Building Update

Deputy Associate Principal Brian Green in his role of Project Sponsor, expressed thanks to the former Project Sponsor for her work on leading the project. Senate was updated on the latest developments in the Learning and Teaching Building Project which included a series of images and a fly-through video indicating the significant progress that has taken place, with the building now taking shape.

Updates were given on the ongoing construction phase. Senate was reassured in relation to safety on campus and noise mitigation during the building works. A reminder was given of the procedure for reporting incidents through Report and Support. Details were given of preparations for the move to the new building, and steady state building operations. The areas of focus of the Operational Leadership Group were outlined. These included: Prototype Space Development; Staff Development and OSDU links; Opening Hours; Building Management and Access; Student-facing Services & Tower Occupancy; StrathUnion; Migration and move management.

Senate was invited to provide feedback on the developments. Senate members indicated that it would be helpful to provide clear messaging asking students/staff to "bear with us" during the building works, in the event of any disruption. Senate discussed student and staff safety and security and were reassured that this was being given careful consideration. Senate would receive further updates on developments.

12342. Update on SOL/GA/DA/FlexEd

Professor Debbie Willison, Vice Dean Academic Science, and Lynsey Joyce External Engagement Officer, Graduate and Degree Apprenticeships, gave a presentation to Senate on Strathclyde Online Learning (SOL) which included updates on the development of the University's Graduate and Degree Apprenticeship portfolio, Massive Open Online Courses (MOOCs), and FlexED.

Strathclyde Online Learning was now in Phase 3 of development, which focussed on "Future Direction & Securing Opportunity". An update was given on the institutional online catalogue, noting the increase in the number of online programmes since the last update to Senate: there were now 21 Masters level degree programmes, and a total of 13 MOOCs were currently being delivered, with a further 5 MOOCs in development.

In relation to Work-based Learning online provision of Graduate Apprenticeships (GA), the number of GA programmes has increased significantly from 2017 when the programme was initiated, to now include 6 different programmes. An outline was given of GA phased funding, and the learner population. Degree Apprenticeships (DA) had been launched in May 2019. An outline was given of income and growth from the initial DA programmes, as well as the forecast of expected income from the programme.

The University had developed FlexED, where flexible education was designed in partnership with business and industry. This type of provision offered a new value proposition to the University's industry partners. The aims of FlexED were outlined: delivering a cohesive, partnership-led, high quality employer and employee learner experience across all activities; strengthening existing and developing new strategic partnerships with business, industry and public sector; designing bespoke development pathways in partnership with organisations to meet their needs; developing our provision for international markets; and establishing Strathclyde's position as 'one provider' for organisational development programmes in CPD, upskilling and pathway entry. FlexED afforded opportunities for cross-Faculty collaborations, creating an online learning ecosystem across the University as well as creating strategic partnerships, and supporting students' whole development journey from early career, to upskilling, developing specialisms, and succession planning.

Turning to the University's Sustainable Development Goals (SDG) programme, a further example of development in online provision was the online elective in SDG, a 20-credit online module open to all UG students. This was the first in a series launching in semester 2, January 2020. Provision of the online module provided a useful platform to raise awareness of SDGs. A timeline was provided outlining the progress of the module, from design to delivery.

Senate welcomed the presentation, acknowledging the value and breadth of the University's online provision.

12343. Student Voice Update

StrathUnion President Matt Crilly updated Senate on a range of matters including:

- Climate change: The University's Strategic Plan goal of working towards Net Zero emissions was welcomed, with the University encouraged to take a more radical approach to de-carbonising the institution.
- The University was commended on its response to the crisis in Hong Kong, noting that students who had been in Hong Kong during the crisis had now been brought safely back.
- Industrial Action: In light of the forthcoming industrial action by UCU members, students were submitting a number of inquiries. Students were generally supportive of the strike action. The University was working with StrathUnion over communications to students.
- Fire at University Student Accommodation in Bolton: following the fire that had occurred in student accommodation in Bolton, and the impact on the students affected by the fire, all University Presidents from HEIs across Scotland were collaborating to review safety. The Scottish Government had been asked to conduct a safety review of student accommodation and had responded positively.
- Safety of Students in Glasgow: In the light of a series of attacks against female students around the area of Glasgow University, a range of action was taking place in protest against gender-based violence. It was noted that the USCO was engaging with students in relation to safety on campus. The importance of the University's "Report and Support" service, which enables students to report any incidents, was highlighted.
- Active Students Project: StrathUnion warmly welcomed the endorsement given by Senate to the University of Strathclyde Sport's Union's request for approval of the Active Students Project (Paper 19-20 09) and acknowledged the University's significant investment in this key area.
- Timetabling Policy: The Policy on the Academic Year and Teaching Calendar (Paper 19-20 06, Appendix 2) was welcomed, and in particular the policy statement indicating the University's support of students' participation in extracurricular, skills development and employability opportunities on Wednesday afternoons.

12344. NSS Update

Faculty Executive Deans provided verbal updates to Senate on their National Student Survey (NSS) development activities, highlighting a range of activities and initiatives focussing on improving results in the NSS survey and for the benefit students, which included: reflection events focussing on PG Taught students; a range of social events; refreshed student induction; series of Student Voice events; open door sessions for students with Executive

and Associate Deans; new staffing appointments focussing on Student Experience; enhanced processes to evaluate student feedback, including standardised evaluation forms. Senate was encouraged by the range of activity in this area, and stressed the need to continue to focus on key areas for enhancement highlighted through the NSS survey output.

Committee and Faculty Reports to Senate

- 12345. Executive Team Report to Senate** (Paper 19-20 04)
Senate **noted** the report from Executive Team.
- 12346. Court Report to Senate** (Paper 19-20 05)
Senate **noted** the report from Court.
- 12347. Education Strategy Committee Report** (Paper 19-20 06)
Senate **noted** the report from Education Strategy Committee, and **approved**: the revisions to the University's Policy and Procedure on Fitness to Practise; the introduction of a Policy on the Academic Year and Teaching Calendar.
- 12348. Quality Assurance Committee Report** (Paper 19-20 07)
Senate noted the report from the Quality Assurance Committee and approved the request for an extension to a moratorium from the Hunter Centre for Entrepreneurship in the Strathclyde Business School
- 12349. Learning Enhancement Committee Report** (Paper 19-20 08)
Senate **noted** the report from the Learning Enhancement Committee
- 12350. Student Experience Committee Report to Senate** (Paper 19-20 09)
Senate noted the report from the Student Experience Committee and **approved**: the Strath Union proposals for (i) Student Transitions: Leadership and Retention project and (ii) StrathActive Students project outlined in Appendices 1 and 2 of the report.
- 12351. Research and Knowledge Exchange Committee Report to Senate** (Paper 19-20 10)
Senate **noted** the report of the Research and Knowledge Exchange Committee.
- 12352. Strathclyde Business School Report** (Paper 19-20 11)
Senate noted the report and **approved**:
- Addendum to the double degree agreement with Politecnico di Milano
 - (MiP) for International Master in Project Management (iMPM)
 - Addendum to the double degree agreement with Politecnico di Milano(MiP)
 - for MSc Global Industrial Management (GMIM)
 - Addendum to the articulation agreement with Nanjing Xiaozhuang
 - University
 - Change in local infrastructure partner for MBA operations in the UAE from CERT to Tecom
- 12353. Faculty of Humanities and Social Sciences** (Paper 19-20 12)
Senate noted the report from the Faculty of Humanities of Social Sciences, and **approved** New programmes:
- MSc, PGDip, PGCert in Urban Policy and Analysis
 - PGCert in Research and Knowledge Exchange
- Amendments to programme: BSc Speech and Language Pathology
- 12354. Faculty of Engineering Report to Senate** (Paper 19-20 13)
Senate noted the report from the Faculty of Engineering, and **approved**:
New programmes:

- MSc, PGDip and PGCert in Marine Engineering with Specialisation in Autonomous Marine Vehicles

Withdrawal of programme or pathway:

- MSc in Advanced Mechanical Engineering with Industrial Placement (optional specialist streams only).

Collaborative Agreements:

- Harbin Engineering University (HEU), China
- Lanzhou University of Technology (LUT), China
- UCSI University, Malaysia
- Xuhai College, China University of Mining and Technology, China
- Zhengzhou University of Light Industry, China

12355. Faculty of Science Report to Senate (Paper 19-20 14)

Collaborative Agreements

- Donghua University, China – Renewal of Articulation Agreement

Withdrawal of Programmes

- BSc in Biomedical Sciences (pre2016-17)
- BSc in Bioscience with teaching
- MRes in Clinical Pharmacy
- MRes in Pharmaceutical Sciences
- MSc in Biotechnology
- MSc in Global Public Health
- MSc in Pharmaceutical Sciences

RESERVED BUSINESS

12356. Combined Student Business Report (Paper 19-20 15)

Senate **approved** the report.

12357. Senate Discipline Committee Report (Paper 19-20 16)

Senate **approved** the paper.

12358. Amendments to University Charter and Statutes (Paper 19-20 17)

Senate **approved** the proposed amendments to the University's Royal Charter and Statutes and **recommend** these to Court for formal approval.

MJ

4/12/19