CSECMG/2016/16. Organisational Development (OD) Plan

Dr Duckett welcomed Mr O’Grady to the meeting. Mrs Ramsay gave a presentation on the CoSE OD Plan, the following was noted:

- The plan provides a framework for CoSE Organisational Development activities for 2016-17 and builds on developments from discussions in 2015, consultation with CMG members, Central provision available across the University as well as initiatives specific to the College. The framework focuses on the following four priority areas:
  - Leadership Development;
  - Cultural Change;
  - Talent Management (including succession planning and workforce planning);
  - Team Effectiveness (especially collaborative working).
- There are three members of staff on the University Strategic Leadership Programme, two on the Emerging Leaders Programme and six on the Aspiring Leaders Development Programme (ALDP). Noted that 22 names were put forward for the ALDP and the provision of coaching and 360° feedback can be offered to those who were unsuccessful on this occasion. We are also exploring the possibility of external development routes for some individuals.
- Development of the HoSAs in order to develop confidence and capability to implement strategic change.
- External Engagement – a small working party of CMG will be created to take forward improving collaborations with industry/other external parties.
- Professor Davies to contact Mr Eddie O’Grady regarding development of Leadership in L&T e.g. L&T Director pipelines, strategic thinking on student interactions, empowering flexible teaching ethos etc.

**Action: Professor Davies**

- Integration of TNE – opportunities to support Programme Directors and to develop ideas and initiatives for delivering the University Internationalisation strategy, consideration will also be given to developing fly in fly out staff.
- Staff attitude survey priorities and the improved use of Personal Development Plans (PDP).
Improved induction experience for staff (some areas of the College score well, with work to be done in other areas);

The Technicians Group are using a succession and workforce planning methodology to explore mentoring, resilience, rationalization and team effectiveness.

A TRM teambuilding exercise is scheduled for mid-December.

Academic promotions workshops will take place in due course.

Dr Duckett thanked Mrs Ramsay for her presentation. Mr O’Grady left the meeting.

**CSECMG/2016/17. Strategic Priorities of the College**

Dr Duckett welcomed Professor Juster to the meeting. Professor Juster stated that SMG are keen to understand the challenges faced by the Colleges. The following challenges were noted:

- Estates Development is a major focus and the University must ensure that we maximise the benefits we can achieve from such a significant investment. A phased programme is essential in order to allow the University to grow the income streams to support the investment, although not all suggested projects will be affordable. Development of the Learning & Teaching Hub is imminent and it is expected that demolition of the Maths building will begin in summer 2017;
- Members requested further detail on the operational models being considered for the proposed Research Hub. It is expected that this will form part of the master plan to be outlined before Christmas;
- Funding has been made available to support the recruitment of 4* Professors who can drive top end research performance. Members welcomed the opportunity however noted that lack of space was an issue in supporting incoming staff;
- Student Experience is becoming a more pivotal KPI. A team is in place to focus on NSS, particularly on assessment and feedback;
- Professor Juster acknowledged the challenge in achieving the funding to drive PGR Growth;
- TNE focus: how best do we capitalise on existing partnerships and how do we use our presence in the region to support research growth;
- Redefining Industrial/External Engagement: In general the University is behind in this area and more could be done to provide space for industry and extend industrial scholarship schemes. However, there is some concern that current resourcing within RSIO could not cope with a higher level of activity in this area e.g. the provision of IP, finance and legal advice to support student startups, spin outs etc. A joined up vision surrounding External Engagement, SMART Campus and Digital Infrastructure requires to be developed.
- Post Brexit: the immediate future will be uncertain. It is important that we continue to assert our position as a global university.

Dr Duckett thanked Professor Juster for attending. Professor Juster left the meeting.

**CSECMG/2016/18. Minute of the meeting held on Friday 30 September 2016**

Accepted.

**CSECMG/2016/19. Matters Arising**
<table>
<thead>
<tr>
<th>Item ref</th>
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<tbody>
<tr>
<td>3 (i)</td>
<td>Incorporate issues of absence reporting and how CORE can support into Everyday HR Practices Initiative.</td>
<td>Mrs Ramsay</td>
<td>Ongoing.</td>
</tr>
<tr>
<td>3 (ii)</td>
<td>Risks to be discussed at CMG - this item to be taken forward by Dr Duckett/Mrs Graham.</td>
<td>Dr Duckett/Mrs Graham</td>
<td>Ongoing. Dates of Risk workshop to be established. <strong>Action: Mrs Love/Mrs Ross to follow up</strong></td>
</tr>
<tr>
<td>3 (iii)</td>
<td>Establish if regulations and practices e.g. MV status could be simplified.</td>
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<td>4 (i)</td>
<td>Create a College record of Fellows of the Royal Society, Royal Academy of Engineering, Royal Society of Edinburgh and RSE Young Academy.</td>
<td>Dr Bowering/Mrs Love</td>
<td>Dr Bowering reported that the College Business Development Managers are undertaking this task and a report should be ready shortly.</td>
</tr>
<tr>
<td>8(i)</td>
<td>Follow-up on why access to MyCampus on the first day of teaching this semester was problematic.</td>
<td>Professor Davies</td>
<td>Professor Davies/Mrs Duncan to prepare a synopsis for IPSC regarding the impact of the failure of MyCampus at critical points in the academic year. <strong>Action: Professor Davies/Mrs Duncan</strong> Exemplars of MyCampus issues to be sent to Professor Davies/Mrs Duncan. <strong>Action: All</strong></td>
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<td>8 (ii)</td>
<td>Send a report to Professor Calder detailing Workload Modelling/Timetabling software issue.</td>
<td>Professor Bowman</td>
<td>Complete.</td>
</tr>
<tr>
<td>8 (iii)</td>
<td>Send examples of student complaints regarding location of lectures spread across Campus to Professor Davies.</td>
<td>Professor Cooke</td>
<td>Complete. Professor Davies and Mrs Duncan are following up.</td>
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<td>9 (i)</td>
<td>Contact Professor Beaumont regarding details of University contact with IIT Ropar.</td>
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<td>9 (ii)</td>
<td>Contact Dr Neil Bowering regarding Subsea Robotics investment.</td>
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<td>10 (i)</td>
<td>Respond to RSIO regarding the process for Interim REF Reviews by 28 November 2016.</td>
<td>Professor Pearce</td>
<td>Item CSECMG/2016/27. refers.</td>
</tr>
<tr>
<td>10 (ii)</td>
<td>Inform Professor Pearce of any instances where research contracts are not progressed</td>
<td>All</td>
<td>Complete.</td>
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<td>14 (i)</td>
<td>Explore with SMG the introduction of a verification and validation process/team to ensure corporate system roll outs are fit for purpose.</td>
<td>Professor Calder</td>
<td>Complete.</td>
</tr>
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**CSECMG/2016/20. Head of College Business**

Professor Calder’s report was received and noted. The following matter was discussed:

(i) *Entry Requirements.* Professor Davies/Mrs Duncan and Dr Duckett to liaise with MaRIO regarding entry requirements to ensure that College requirements are adhered to in the future.

**Action:** Professor Davies/Mrs Duncan and Dr Duckett

**CSECMG/2016/20.1 Review of UoA17A Human Geography**

It was noted that the REF Reviews for Human Geography and Engineering will be discussed at the SMG meeting in November.

**CSECMG/2016/20.2 Capital Equipment Schedule**

Our current equipment expenditure plan was tabled. It is important that this is updated on a regular basis and that any future CAPEX requests are already included in the plan. Such equipment affects our I&E’s through the depreciation charges and therefore directly impacts on resource allocations we can put to other uses e.g. consumables. As can be seen from the recent STFC and EPSRC infrastructure calls it is important that Schools have the basis of Capital Equipment bids pre-prepared in order that we can respond quickly to such calls. A CMG roundtable meeting has been arranged to discuss our capital planning.

**CSECMG/2016/21. TRM Update**

Dr Bowering reported that that TRM staff are likely to be relocated within the next few weeks. The initial focus, in areas that are new to TRM, will be pre-award. User acceptance of the system is underway and Joanne Hulley has indicated positive feedback to date. It is hoped that the system will be fully tested and accepted by the end of December, however it is anticipated that COSE and MVLS will go live February/March next year. There will be approver training for PIs as soon as a go live date is known.

**CSECMG/2016/22. School Issues**

No update to report on this item.

**CSECMG/2016/23. Estates**

There was no update to report on this item. It is understood that Estates will be discussed at the forthcoming SMG meeting.

**CSECMG/2016/24. Graduate School Matters**
The PGT Admissions Report and the PGR Registration Report were received and noted. The following matters were discussed:

(i) **PGR Registration.** Mrs Duncan reported that whilst we have higher student numbers compared with the same time last year, international recruitment is lower. It was noted however that the new intake is ongoing.

(ii) **PGT Admissions.** Mrs Duncan reported that the PGT total headcount is greater than that of last year however the mix of home/international students is still an issue. It was noted that there will be another intake in January 2017.

**CSECMG/2016/25. Learning & Teaching Matters**

The Report from the Dean of Learning & Teaching was received and noted. Attention was drawn to the following matters:

(i) **NSS.** Professor Davies drew attention to the draft NSS College plan. It is expected that in order to address improving the student experience, specific actions should be captured as an objective in staff P&DRs where appropriate e.g. enhancing delivery of teaching. Professor Davies would welcome examples of any existing P&DR objectives that address improving teaching delivery. A modified set of questions will be used from 2017.

(ii) **Assessment Feedback Timetable.** Professor Davies acknowledged that there is a job of work for the Schools to undertake in order to produce an Assessment Feedback timetable and monitor activity. There will be no additional support from the University for this activity although he will seek a solution integrated with timetables. It was noted that all courses should offer the opportunity to provide some form of individualised feedback to students, although in some cases this may be focused on specific outcomes rather than individual students.

(iii) **TEF2.** At present it is not expected that the University will enter the second year of TEF, in which Universities will be graded. This is mostly on metrics drawn from NSS (questions 1 to 12) and DLHE employment statistics.

**CSECMG/2016/26. Internationalisation**

In the absence of Dr Watson there was no update to report on this item.

**CSECMG/2016/27. Research Matters**

The report from the Dean of Research and the awards and applications spreadsheet were received and noted. Attention was drawn to the following:

(i) **Interim REF Review.** The next REF is expected to take place in 2020. The University will undertake an interim review for each unit as detailed in the paper circulated by Professor Pearce. This will provide an opportunity to undertake a health-check of our output and impact pipelines, and environment measures, assess calibration of quality as well as an opportunity to redress any weaknesses. The Interim Review process will start in June 2017 and those units who were first to undergo the post REF Review process will be the first to undertake the Interim REF Review process. Professor Pearce to write to all R&T staff explaining the purpose of the interim review and requesting their support in selecting outputs using the Enlighten REF selection tool. Professor Pearce to identify School REF Champions by 11 November 2016.

Action: Professor Pearce
(ii) **Pooling.** SFC are continuing to fund the pooling arrangements, albeit at a much lower level. We should see this as an opportunity to engage with the regional agenda being pursued by both Scottish and UK Governments and may give us access to wider funding for capital and other investments.

(iii) **CDT:** A CDT in Data Science is being developed.


Mrs Ramsay led a vote of thanks to members for their assistance with completion of the online P&DR process. An overview of the College position will be sought on Monday morning of next week.

Dr Duckett and Mrs Ramsay have identified six members of staff from across the College who will participate in the Aspiring Leaders programme, members to note that other forms of support will be offered those who have been unsuccessful on this occasion.

**CSECMG/2016/29. Finance**

The period 2 management pack was received and noted. Some concern was expressed on the changing balance of home and overseas students as this impacts negatively at around £14k per student. We need to be mindful of the need to deliver a 4% vacancy saving on the salary forecast.

**CSECMG/2016/30. Any Other Business**

Mrs Graham stated that she can provide help with the new KPI Dashboards and Schools should contact her directly if they require assistance. It was noted that Heads of School are using the HoS statement to record details of Athena SWAN/gender balance etc.

**CSECMG/2016/31. Date of Next Meeting**

The next business meeting of the college management group is scheduled for Friday 25 November 2016 at 1000 hours. The full meeting schedule for 2016-17 is available at:

http://www.gla.ac.uk/colleges/scienceengineering/information/staff/committees/managementgroup
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