University of Glasgow

College of Science and Engineering
College Management Group

Minute of meeting held on Friday 27 January 2017, Room 423, Level 4, Sir Alwyn Williams Building, School of Computing Science

Present: Professor Muffy Calder (Convener), Professor Stephany Biello, Dr Neil Bowering, Professor Adrian Bowman, Professor Graeme Cooke, Professor David Cumming, Professor John Davies, Dr Gordon Duckett, Mrs Pat Duncan, Professor Rob Ellam, Mrs Elizabeth Graham, Professor Chris Johnson, Professor Martin Hendry, Professor Martin Lee, Professor Chris Pearce, Professor Susan Waldron, Mr Simon Wilson.

Apologies: Dr Ian Watson.

In attendance: Mrs Evelyn Love (Clerk).

By Invitation: Mrs Debbie Goldie and Mrs Debbie Garrett (Item CSECMG/2016/60. only)

Professor Calder welcomed Mr Wilson who recently returned to work following a period of leave. Members were asked to note that Mr David Rhodes has also returned to work however he is currently located in the College of Social Sciences. Mrs Elizabeth Graham is Acting Head of Finance for the College.

CSECMG/2016/60. Update on PGT Journey

Professor Calder welcomed Mrs Goldie and Mrs Garrett to the meeting. Attention was drawn to the briefing document which outlines the Strategic Review of the College of Science and Engineering PGT activity, the following was noted:

The plan for the project is to conduct a holistic review of PGT activity to include administration and strategy. The administrative perspective will consider current administrative staff FTE, efficiency gains, best practice and streamlining processes from cradle to crave. From a strategic perspective they will look at future income generation and marketing to ensure financial sustainability of PGT provision in CoSE, enhancing the student experience and our institutional reputation will also be investigated. CMG formally approved the brief and welcomed the opportunity to support a streamlined process. Noted that they would expect interaction with Professors Davies and Waldron and their respective Leaning & Teaching and Graduate School Board Committees, staff from MaRIO, Ms Katherine Henderson, Mrs Pat Duncan and Dr Ian Watson as College International Lead. CMG asked the HoSAs to incorporate online delivery as well as study abroad and summer school activity into their brief.

Professor Calder thanked Mrs Goldie and Mrs Garrett for attending.

CSECMG/2016/61. Minute of the meeting held on Friday 16 December 2016

Accepted.

CSECMG/2016/62. Matters Arising
**Concern was expressed regarding the management of unrealistic expectations as not everyone will make Senior Lecturer (grade 9) in the timeframe. Heads of School in particular are concerned that this programme will become a ‘tick box’ exercise and the enjoyment and usefulness is being overlooked. It is important to maintain the original vision for the programme. Professor Calder to follow up with Professor Pearce and Mr Wilson regarding concerns with ECDP Programme.

**Action: Professor Calder**

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**CSECMG/2016/63. Head of College Business**

Professor Calder drew attention to the following matters:

(i) **Budget.** Members noted that early indications are that this will be a challenging year for budgets due to reduced income from SFC and savings required to fund estates development. We are likely to have increased student targets from 2019. At the last
budget meeting there was requirement for £1M savings on budget. SMG will agree assumptions at the end February but with parameters so we will likely have a clearer picture in March. CMG roundtable meeting scheduled for 9 March will be rescheduled to 16 March 14.00hrs Room 423 Sir Alwyn Williams Building. Topic for discussion will be Budget.

**Action: Mrs Love/Mrs Ross**

(ii) *Quantic.* A note of thanks to Dr Sara Diegoli and Corporate Communications who organised an excellent and highly successful visit at short notice for Jesse Norman (Under Secretary for State, BEIS, Minister for Industry and Energy).

(i) *Initiatives.* Discussion took place on the implementation of the Workload model (WLM) and it was noted that PWC have been undertaking an audit. Noted that the intention is to put all data in using metrics and review the data in the summer. Dr Duckett agreed to raise the issue of cumbersome communication between systems at the forthcoming WLM Board Meeting.

**CSECMG/2016/64. External Engagement and TRM Update**

**CSECMG/2016/64.1 Negative Contribution**

Members noted that there is currently no College Policy providing guidelines on checks to be made when approvals PAFs, especially when a negative contribution is involved. Ms Helen Harkness and her team are arranging to meet with Schools to discuss further. The suggestion of circulation of a crib sheet, which is also available on the College internal webpages, was welcomed.

**CSECMG/2016/64.2 TRM Update**

The TRM team are changing their name to the College Research Support Team; this change will be formally communicated to all staff. The final Project Coordinator will be in post week commencing 6 February 2017. The College are still on target to go live with the new system in early March. Some of our PC’s will undertake training sessions on the new system in the College of Social Sciences since they are due to go live with the system in the coming week. Meetings with Heads of School Administrators will take place in order to establish local plans for online project approval.

**CSECMG/2016/64.3 External Engagement**

Dr Bowering drew attention to the presentation on External Engagement, which provides an overview of current activities and options for future activities which were discussed at the Research Committee. Meetings are being arranged with each School to discuss their specific plans and engagement support needs (Research Directors, Impact champions and potentially Heads of School will be involved). The possibility of establishing a College level Business Engagement Working Group was made; with involvement from Dr Bowering, Professor Pearce, the Business Development Managers, key academics. Discussion followed on the issue of a possible policy change regarding student IP ownership. Dr Bowering agreed to investigate with RSIO and report back to CMG.

**Action: Dr Bowering**

A small project team will review the approach to contracting, IP and secondment to streamline where possible and make it as easy as possible for companies and College staff. Professors Cooke and Cumming volunteered to participate.
Dr Bowering stated that he will bring updates regarding the IP portfolio and costs to CMG on a quarterly basis. Members were asked to note that a new ETP Business Development Manager in Heat Energy is currently being recruited.

There was general agreement that a College wide External Engagement and Innovation Advisory Board would be established to provide direction on the EPSRC Impact Acceleration Account (IAA), Engagement Plans, Strategic Partner Plans, CDTs (noted link to Graduate School Board), Entrepreneurship, Co-location, Approaches to SMEs and Local business engagement and Delivery of SFC UIF expectations. Possible membership will include VP, Deans, 3-4 Academics, Scottish Enterprise, INNOVATE UK and SMEs.

CSECMG/2016/65. School Issues

None.

CSECMG/2016/66. Estates

Professor Calder reported that a new governance process is being implemented and each capital project will have an SMG Champion who will be an advocate on the project on SMG and Court/Senate and a Sponsor who will lead the work of developing the project and chair the development board. Professors Cooke and Cumming are aware of the way forward for the upgrade of JBB and the new build for Engineering respectively (noted that the upgrade to JBB will now take place in Phase 1B).

CSECMG/2016/67. Finance Matters

The period 5 management pack was received and noted. Mrs Graham reported that we are currently £3.7M below budget however £3.3M is impact from FRS102 and consideration is being given at University level on how to implement this policy. Tuition fees are strong however salaries are a risk with a 4% vacancy saving forecast. In terms of Research there is a big issue of underperformance against budget (except Engineering). Members are asked to be mindful of the knock on effect on the budget for next year if we do not convert applications to awards. Noted that research performance consumable spend is slow compared to performance from last year, grants are running slower and with lower recoups. Concern was also concerned surrounding implications of Brexit and success of applications from EU.

CSECMG/2016/67.1 Risk

Mrs Graham thanked members for their input to the Risk Meeting in December. The following was agreed:

- Professor Calder/Mrs Graham to redraft the Risk Register.
  Action: Professor Calder/Mrs Graham

- Mrs Love to circulate to CMG redrafted Risk Register and PWC Risk Scoring Paper.
  Action: Mrs Love

- Risk Owners to confirm mitigating actions by Friday 3rd February 2017.
  Action: Risk Owners

- CMG Members to score Risks by Friday 10th February 2017.
  Action: All

CSECMG/2016/68. Graduate School Matters
The PGT Admissions Report, the PGR Registration Report and the Graduate School Board Report were received and noted, the following matters were discussed:

(i) **Scholarships.** Professor Waldron reported that the EPSRC DTP allocation is similar to the previous year. Heads of School welcomed the flexibility of use of the CSE scholarship within the School however they were asked to think strategically in terms of the growth of PGR student numbers, in particular international students who would be required to find match funding. Professor Johnson advised members to be mindful of due diligence surrounding match funding, following recent difficulties with the Nigerian economy.

(ii) **CDT.** Members noted that a meeting had taken place and the applications pool was generally strong, so most will be asked to develop further and some to consider the value in merging. Professor Pearce has visited almost all Schools (bar Mathematics & Statistics which is scheduled to take place soon). Heads of School agreed to speak to School Research Directors on the importance of active planning for potential CDT bids.

**Action:** Heads of School

(iii) **PGR Completions Data.** Members to note that the Graduate School is reviewing PGR completions data to check that every attempt is made to ensure that the College meet the target for 70% submission within 4 years. Attention was drawn to the completion rate statistics for the previous two years, of particular concern is the School of Engineering at 55%.

(iv) **CSC Scholarships.** In order to maximise CSC numbers for 2017 entry, candidates will be asked to sign a declaration confirming their intention to submit the application to the China Scholarship Council for Glasgow. It has been agreed that two offers be issued for each School (three for Engineering).

Following discussion Professor Calder and Dr Duckett agreed to look at the scheduled CMG Roundtable meetings with a view to assigning topics.

**Action:** Professor Calder/Dr Duckett

**CSECMG/2016/69. Learning & Teaching Matters**

The report from the Dean of Learning & Teaching was received and noted, the following matters were discussed:

(i) **Recognising Excellence in Teaching (RET).** Professor Davies drew attention to the RET Framework. Those who successfully participate in RET are awarded a Glasgow RET Fellowship and an equivalent Fellowship of the Higher Education Academy. This may be of particular interest to L&T Staff but participation is not restricted. Members raised questions surrounding links to promotion criteria and ECDP. Professor Davies stated that he would speak with Mrs Ramsay to tie all together.

(ii) **UG Applications.** Professor Davies drew attention to the very positive breakdown of undergraduate applications. However concern was expressed that 30 extra places in the School of Engineering may lead to lectures being given three times.

(iii) **NSS Plans.** Mrs Duncan and Professor Davies will review progress with NSS plans. Following a meeting with Mrs Graham regarding student numbers, Professor Davies stated that he is uncovering new trends which will be useful to assist Schools when rethinking plans for the future, he will take these forward with School L&T Directors.

**CSECMG/2016/70. 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 matters:

(i) **REF 2021.** Professor Pearce reported that he recently attended a meeting at SFC on behalf of Professor Padgett where there was some agreement not to support institutional level assessment and a mixed view regarding portability of outputs, this appears to be a philosophical issue versus an administrative perspective. Members noted that it is highly likely a 4* maximum and a 3* minimum with elimination of 2* outputs. It is important to assess output quality with confidence. Professor Pearce intends to discuss output selection and decoupling of outputs with Professor Calder offline.

(ii) **Interim REF Reviews.** Professor Pearce expressed concern that the purpose of the Interim REF Reviews has perhaps become lost and these are being viewed as a personal assessment of performance instead of a calibration exercise. This is a positive exercise which aims to assist with selecting outputs. Work is being done in Schools to encourage staff to select between Outputs in Enlighten. Some discussion followed on the necessity for completion of the 100 words. It was agreed that, at this stage, the 100 words is not critical. Members to note that Professor Padgett has also assumed responsibility for impact.

(iii) **LKAS.** Members noted that there were thirty eight applications, however the overall standard of applications in this round is disappointing. Noted that these Fellowships will be for five years.

**CSECMG/2016/71. Internationalisation**

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

**CSECMG/2016/72. Human Resource Matters**

**CSECMG/2016/72.1 Managing Attendance Policy**

Mr Wilson reported that the new managing Attendance Policy will take effect from 14 February 2017 and will replace the existing Sickness and Capability Policies and Procedures (anyone currently in a formal capability process will continue under the old policy). Noted that the current Bradford Score method is now replaced and new review points have been identified. Line manager training will be made available. Reports will be available in Qlikview.

**CSECMG/2016/72.2 Job family role profiles and job specifications**

Members noted that these have been updated in light of growth in Technical and Related areas, the introduction of the Scottish SCQF Framework and equal pay legislation. A review of generic job descriptions will be undertaken to update and broaden the range available.

Following discussion Mr Wilson agreed to take forward with Central HR concerns regarding the handling of the change from (Senior) University Teacher to (Senior) University Lecturer.

**Action: Mr Wilson**

It was acknowledged that going forward lessons could be learned at University level from the positive roll out of the TRM system.

**CSECMG/2016/73. Any Other Business**

Members were asked to note the following:
- CMG Meeting 24 February 2017: Ms June Cullen and Mr Eddie O’Grady from Employee & Organisational Development (EOD) will attend to discuss Leadership Programmes.
- CMG Meeting 31 March 2017: Dr David Fraser will attend as a follow up to the External Engagement Masterclass and Professor Frank Coton and Professor Murray Pittock will attend to discuss Future Learning Spaces. This will be a non-standard CMG Meeting.

**CSECMG/2016/74. Date of Next Meeting**

The next business meeting of the college management group is scheduled for Friday 24 February 2017 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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<th>Item ref.</th>
<th>Item description</th>
<th>By whom</th>
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<tr>
<td>62 (i)</td>
<td>Send amendments to the College record of Fellows of the Royal Society, Royal Academy of Engineering and Royal Society of Edinburgh etc. to Dr Neil Bowering directly.</td>
<td>All</td>
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<td>62 (ii)</td>
<td>Report back to CMG on Student Lifecycle Strategy Board meeting on 13 February 2017 concerning future MyCampus developments.</td>
<td>Professor Davies</td>
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<td>62 (iii)</td>
<td>Follow up with Professor Pearce and Mr Wilson regarding concerns with ECDP Programme.</td>
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