University of Glasgow
College of Science and Engineering
College Management Group

Minute of meeting held on Friday 31 March 2017, Room 423, Level 4, Sir Alwyn Williams Building, School of Computing Science

Present: Professor Muffy Calder (Convener), 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 Martin Hendry, Professor Chris Johnson, Professor Chris Pearce, Dr Jaime Toney (vice Professor Martin Lee), Mr Simon Wilson.

Apologies: Professor Stephany Biello, Professor Martin Lee, Professor Susan Waldron, Dr Ian Watson.

In attendance: Mrs Evelyn Love (Clerk).

By Invitation: Professor Frank Coton, Professor Murray Pittock, Mr Martin Boyle and Ms Karen Lee (Item CSECMG/2016/90 only). Dr David Fraser (Item CSECMG/2016/91 only).

CSECMG/2016/90. Future Learning Spaces

Professor Calder welcomed Professor Coton, Professor Pittock, Mr Boyle and Ms Lee to the meeting. The following was noted:

- Future Learning Spaces Workflow 1: identifying key characteristics of types of learning spaces that will be required to meet current and future demand. How proposed spaces can be used to support non-teaching activity, as well as the different features to best support learning and teaching.
- Future Learning Spaces Workflow 2: ensuring proposals are future proofed, promoting and supporting new pedagogies and consulting with key stakeholders, working closely with the SRC at all stages.
- Future Learning Spaces Priorities: review existing timetable and class sizes, taking account of pressure points in space demand (class size and time). Identifying courses where further growth is anticipated. Consistent data governance and the utilization levels of space.
- Consideration to be given to new kinds of space and combined learning as well as requirement for specialist lab space.
- Members are requested to:
  o consider measures to reduce the number of roomed courses and a commitment to withdraw low income courses (attention was drawn to Qlickview);
  o provide feedback on areas where growth is anticipated;
  o feedback on the impact of summer schools, TNE provision on campus, changing patterns of demand and changing patterns of delivery.
Members to note that comments can be sent to Professor Pittock directly. Professor Calder thanked Professor Coton, Professor Pittock, Mr Boyle and Ms Lee for attending and for their presentation, they left the meeting.

**CSECMG/2016/91. External Engagement Masterclass Follow up**

Professor Calder welcomed Dr Fraser to the meeting. Dr Fraser led a vote of thanks for the active participation of those who attended the External Engagement Masterclass on 22 March. Those involved included Head of College, Heads of School, School Research Directors, Head of Research Support, Dean of Research and a representative from DAO. The following was noted:

- A key aspect of the College’s strategy is to improve our external engagement (external engagement = research collaboration with external organisations) and to get more research grants with industry involvement. In order to achieve this we require a more co-ordinated approach, to present ourselves collectively, particularly to large complex organisations.
- A second masterclass will take place on 9 June and participants will be reflecting on choice of partners, clear ambitions for schools and subjects, success stories, campus development and cultural changes. Acknowledged that the campus development has huge scope to explore research opportunities with external organisations.
- A ‘doing research differently’ away day will be arranged in May to help invigorate thinking in this area.

Professor Calder thanked Dr Fraser for attending.

**CSECMG/2016/92. Minute of the meeting held on Friday 24 February 2017**

Accepted.

**CSECMG/2016/93. Matters Arising**
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<tr>
<th>Item ref.</th>
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<tr>
<td>77 (i)</td>
<td>Ensure recent Fellows of the Royal Society of Edinburgh are added to College List and circulate the final list to CMG.</td>
<td>Mrs Love/Dr Bowering</td>
<td>Complete</td>
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| 78       | CMG Initiatives:  
(i) Update CMG on progress of building a University structure for TNE governance and management for May CMG Meeting. | Dr Duckett | Ongoing. |
|          | (ii) Provide an update to CMG at the March on progress of HoSA PGT review. | Dr Duckett | HoSA’s to provide an update at April Meeting. |
|          | (iii) Provide a Safety Governance update for March CMG. | Dr Duckett | Dr Duckett to provide an update at April Meeting. |
|          | (iv) Ensure School NSS Actions Plans are progressing. | Professors Cooke/Cumming | ** see below** |
|          | (v) Everyday HR Practices – proposal to be developed in March for agreement in April. | Mr Wilson | Ongoing. |
|          | (vi) Snapshot review of current data in WLM for April CMG Meeting. | Dr Duckett | Ongoing. |
| 79       | Discuss operational issues regarding proposed authorisation process in new research system with Schools. | Dr Bowering | Complete. Any feedback can be sent to Dr Bowering. |
| 83       | Circulate paper from Professor Marsh regarding UESTC. | Mrs Love | Complete. |
| 85(i)    | Review new course business planning spreadsheet. Ensure business planning approach is incorporated within HoSA review of PGT activity. | Mrs Graham Mrs Duncan/Professor Davies | Revised costing template with Mrs Duncan/Professor Davies for consideration. |
| 85(ii)   | Discuss with Professor Trevor Hoey implications of staff absence on development of new SIT programme in Civil Engineering. | Professor Davies | Complete. |
**Noted that the School of Engineering have successfully implemented the Assessment and Feedback Calendar. Professor Cooke to ensure the Assessment and Feedback Calendar is progressing within the School of Chemistry.**

**Action: Professor Cooke**

Attention was drawn to the action tracker from recent CMG(r) meetings. Noted that there will be a CMG roundtable meeting on 12 May regarding studentships, fee waivers etc.

**CSECMG/2016/94. Head of College Business**

Professor Calder drew attention to the following matter:

(i) *Promotion Process.* Attention was drawn to the notes circulated by Professor Calder providing guidance on the Head of School statement and the process for next year’s round. Following discussion Mr Wilson agreed to request that the PPR team amend the Head of School statement section within the promotion form to ensure that Heads of School assess suitability against seven dimensions of the promotion criteria for next year’s round.

**Action: Mr Wilson**

**CSECMG/2016/95. External Engagement and TRM Update**

- The new system went live on 6 March, initial feedback from users has generally been positive and any teething troubles are being addressed.
- Schools are asked to ensure that an appropriate pool of approvers are in place to allow for situations where staff are out of the University (e.g. annual leave).
- Noted that thresholds for approval are being refined.

Attention was drawn to the College IP Portfolio. Schools should contact Dr Bowering/RSIO if they wish to discuss further. Mrs Graham can be contacted regarding the commercial account.

**CSECMG/2016/96. School Issues**

None.

**CSECMG/2016/97. Estates**

It was noted that the College Council meeting on 18 May will focus on research opportunities in the new campus. The speakers are lining up to be:

- Larissa Naylor: Rain Garden
- Chris Pearce: Smart Campus
- Neil Bowering: Research Hub
- Margaret Lucas: Engineering Building
- Adrian Bowman: Maths and Stats Building
CSECMG/2016/98. Finance Matters

Heads of School are requested to send proposals for additional consumable spend to Mrs Elizabeth Graham by Friday 21 April 2017 latest.

Action: Heads of School

It is anticipated that there will be no minor works budget for the next three years.

CSECMG/2016/98. Risk Register

Risk 2: Recruitment processes, packages and reputation are not sufficiently competitive to attract high quality staff (both UK and international) in the UK Universities market. UK Border Agency restrictions impede the ability of the Sector to recruit overseas staff (owner = Head of HR).

Following discussion Mrs Love to update the mitigating actions as follows:

- Implement the outcomes of University's Recruitment Service & Process Review.
- Communicate any University initiatives re non-UK EEA staff and Brexit. Mr Wilson to establish consistent wording to be used by interview panels in response to questions surrounding Brexit and Independence.

  Action: Mr Wilson

- Ask University HR to prepopulate CORE PDR forms re Unconscious Bias training and communicate requirement (possibly via Schools) for all academic staff to complete the training, before annual PDR reviews.

  Action: Mr Wilson

- Help with analysis of interview skills especially when members of interview panels are uncertain about how to ask follow on question, and then how College can help improve interview skills. Professor Calder to give consideration to be given to how to improve the skills and approach of our interview panels.

  Action: Professor Calder

Risk 5: Failure to meet target research quality (and embedded income and contribution) resulting in reputational damage, lower QR grant and inability to invest in future initiatives due to lower funds being available (owner = Head of College and Dean of Research).

Following discussion Mrs Love to update the mitigating actions as follows:

- Interim Research Reviews using ex-REF panel members to calibrate quality (outputs and Environment) and assess Impact Case Study pipeline in each unit.
- Recruit only highest quality LKAS Fellows who are aligned with Schools’ strategy.
- Engage with Principal’s 4* recruitment scheme.
- Ensure School research committees are functioning effectively, they connect with College Research committees and share best practice for promoting 4* research activity.
- Ensure all research committees are aware of developments of Industrial Strategy Challenge Fund and Global Research Challenge Fund (targeted individuals have
responsibility?) and all researchers are aware of changes through material on web pages.

- Use P&DR process to reinforce the motivation for and how to produce 4* publications.
- Hold Doing Research Differently Away Day and act on recommendations.
- Require HoS and HoC authorisation where margins fall below a certain level.
- Focus College investments on key areas of research development/excellence and develop strategy for incorporating institutional support into research grants.
- Improve external engagement to support and motivate our research, through School mapping activities and, masterclass and partnership development.

For next month is was agreed that Risks 8 and 10 will be discussed:

- **Risk 8**: Failure to review and implement effective business processes across the College results in higher than necessary staff time dedicated to the wrong tasks, lack of clear management information and incorrect business decisions being made (owner = Director of College Professional Services and Head of College Research Support).
- **Risk 10**: College is unable to respond to different requirements generated by funder diversification and differentiation (RCUK/European/increased Industrial funding) and does not have the ability to respond to these changes resulting in lower success rates and resultant research portfolio, lower contribution and poorer performance against Russell Group peers (owner = Head of College and Dean of Research).

**CSECMG/2016/99. Research Matters**

*Interim Research Reviews*

- These reviews are light touch and the aim to calibrate quality (outputs and Environment) and assess the Impact Case Study pipeline in each unit. Professor Pearce led a vote of thanks to the Schools of Chemistry, GES and Computing Science for their diligence in tranche 1. Noted that the profile indicates a spike in 3* outputs but not a lot of 4* outputs.
- Professor Pearce to circulate environment template. Increased support may be required for School REF Champion’s over the coming months in order to adhere to the College timetable and to ensure the reviews are as rigorous as possible.

*Global Challenges Research Fund (GCRF)*

It was noted that the School of Engineering obtained at least three research grants from the GCRF.

**CSECMG/2016/100. Graduate School Matters**

Attention was drawn to the PGT Admissions Report. Noted that international admissions are doing well across most Schools except GES who are struggling a little. Also noted a growing dependence on China.
CSECMG/2016/101. Learning & Teaching Matters

The following matter was discussed:

(i) **Student Teaching Awards.** Professor Davies led a vote of congratulations to all staff and students from across the College who were successful in the recent Student Teaching Awards.

CSECMG/2016/102. Internationalisation

No update to report on this item.

CSECMG/2016/103. Human Resource Matters

Discussed elsewhere on the agenda.

CSECMG/2016/104. Any Other Business

None.

CSECMG/2016/105. Date of Next Meeting

The next business meeting of the college management group is scheduled for Friday 28 April 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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