University of Glasgow
College of Science and Engineering
College Management Group

Minute of meeting held on Friday 28 April 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 David Cumming, Professor John Davies, Dr Gordon Duckett, Mrs Pat Duncan, Professor Rob Ellam, Mrs Elizabeth Graham, Professor Richard Hartley (vice Professor Graeme Cooke), Professor Chris Johnson, Professor Martin Lee, Professor Douglas Macgregor (vice Professor Martin Hendry), Professor Chris Pearce, Professor Susan Waldron, Mr Simon Wilson.

Apologies: Professor Stephany Biello, Professor Graeme Cooke, Professor Martin Hendry, Dr Ian Watson.

In attendance: Mrs Evelyn Love (Clerk).

By Invitation: Mrs Lynn Kearns and Mrs Angela Eden (Item CSECMG/2016/106. only)

Professor Calder reported that Professor Ellam’s post as Director of SUERC will come to an end on 31 July 2017. Professor Fin Stuart will be his successor.

CSECMG/2016/106. Update on PGT Journey

Professor Calder welcomed Mrs Kearns and Mrs Eden to the meeting. Members were reminded that the HoSA’s are engaged in a tailored Leadership Programme looking at the efficiency and effectiveness of the postgraduate student journey from application to completion.

The following was noted:

- The HoSA’s have split into two working groups; the first group, involving Mrs Angela Eden, Ms Dianne Masson and Mrs Chanel Mcisaac, are reviewing administrative support for CoSE Postgraduate provision; the second working group, involving Mrs Tania Galabova, Mrs Lynn Kearns, Mrs Debbie Goldie and Ms Debbie Garret are giving consideration to maximizing income across CoSE PGT activity. Both projects are at an early stage and it is intended that recommendations will be presented to CMG in September. It was agreed that a subset of HoSA’s will attend CMG to update members of progress on a monthly basis.

- Members were content with the business case presented and in the discussion that followed the HoSA’s were advised that Mrs Jill Ramsay (Computing Science) could provide insight and guidance on external engagement. There was also some discussion regarding conversion, noting that more could be done to gather information on why applicants decline.

Professor Calder thanked Mrs Eden and Mrs Kearns for attending, they left the meeting.
CSECMG/2016/107. Minute of the meeting held on Friday 31 March 2017

Accepted. The College Learning & Teaching Committee are taking forward how best to support Learning and Teaching following the discussions on Future Learning Spaces at the previous meeting.

CSECMG/2016/108. Matters Arising
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<td>93</td>
<td><strong>CMG Initiatives:</strong></td>
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<td>(i) Update CMG on progress of building a University structure for TNE governance and management for May CMG.</td>
<td>Dr Duckett</td>
<td>Ongoing.</td>
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<td>(ii) Arrange for HoSA’s to attend April CMG to provide an update on progress of HoSA PGT review.</td>
<td>Dr Duckett</td>
<td>Complete.</td>
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<td>(iii) Close off Safety Governance Initiative for April CMG.</td>
<td>Dr Duckett</td>
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<td>(iv) Ensure NSS Action concerning Assessment and Feedback Calendar is progressing within School of Chemistry.</td>
<td>Professor Cooke</td>
<td>Ongoing.</td>
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<td>(v) Everyday HR Practices – proposal to be developed in March for presentation at CMG in April.</td>
<td>Mr Wilson</td>
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<td>(vi) Snapshot review of current data in WLM for April CMG Meeting.</td>
<td>Dr Duckett</td>
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<td>94</td>
<td>Request that 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.</td>
<td>Mr Wilson</td>
<td>Complete.</td>
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<td>98 (i)</td>
<td>Proposals for additional consumable spend to be sent to Elizabeth Graham by Friday 21 April 2017 latest.</td>
<td>Heads of School</td>
<td>Complete.</td>
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<td>98 (ii)</td>
<td>Establish consistent wording to be used by interview panels in response to questions surrounding Brexit and Independence.</td>
<td>Mr Wilson</td>
<td>Complete. HoC Report refers.</td>
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<td>98 (iii)</td>
<td>Ensure that the P&amp;DR form is pre-populated with a box regarding completion of Equality &amp; Diversity Training.</td>
<td>Mr Wilson</td>
<td>Complete. HoC Report refers.</td>
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<td>Consideration to be given to how to improve the skills and approach of our interview panels.</td>
<td>Professor Calder</td>
<td>Ongoing.</td>
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CSECMG/2016/109. Head of College Business

Professor Calder drew attention to the following matters:

(i) Equality & Diversity Training. Heads of School are requested to ensure that School staff complete online Equality & Diversity Training. College position to be reviewed in July. Target is 90% completion (does not include demonstrators). Noted that completion of this training is recorded on CORE. The next P&DR form will include an easy tick box, to be used as a prompt for discussion/reminder during annual review meetings. Spreadsheets will be circulated detailing incompletes.

Action: Heads of School

(ii) Unconscious Bias Training. Staff who are on Interview/REF Review Panels are encouraged to undertake this training. Mrs Love agreed to obtain the video clip from RSIO which highlights the benefits of the training and circulate to CMG.

(iii) Background on Brexit/Independence. HR to ensure that the helpful statement on Brexit and Scottish Independence, approved by The Principal, is made available to all panel Chairs.

(iv) Review University Systems/Processes. There will be a review of University systems/processes. This will be undertaken externally, however the remit is still being scoped.

CSECMG/2016/109.1 Budget

Professor Calder led a vote of thanks to members for their input, and in particular to Mrs Graham, for hard work in putting together a proposal close to the target, all proposals were well received and the College have offered up everything we can. Noted that the size of the gap increased between February and April and is a moving target.

The loan (£175M) for the estate development has been secured at a favourable rate and will be repaid in three parts.

Mrs Graham is keeping a close eye on financial activity in China, in particular the implications of the exchange rate, so as to address the requirements of the Chinese Ministry of Education.

CSECMG/2016/109.2 CMG Initiatives: Update

Safety Governance Dr Duckett led a vote of thanks to Mr Graham Tobasnick from the School of Chemistry for assistance in producing a safety governance chart and relevant safety audit documentation. Dr Duckett intends to build a resource suite on the College website, a draft of which will be sent to CMG for comment.

TNE Staff Management It is hoped the UGS staff handbook will be ready in June.

Everyday HR Practices There will be a CMG roundtable meeting on 8th June to focus on this.
CDT Pipeline Professor Waldron reported that the CDT bid by Professor Colin McInnes, School of Engineering, has been chosen to go forward as the University-wide submission to the Leverhulme CDT call. His bid involved all colleagues and was entitled "Exploratory Engineering for the Human Future". This will be a July 2017 submission.

Risk Mrs Love to tidy up the College Risk Register.

Action: Mrs Love

Introduction of Workload Modelling Noted disparity between Schools regarding the number of hours that reflect admin roles e.g. Head of School (280 hours to 1200 hours) and Research Convener (60 – 500 hours). New working group to converge to establish what values are right so as not to constrain Schools, however Schools should not stop using. Examples of errors in data relating to the Workload Model to be sent to Dr Duckett who will take forward at University level.

Action: Heads of School/Dr Duckett

CSECMG/2016/110. External Engagement and TRM Update

Work is being done to align the EU team into new system. Noted huge workload in Engineering and requirement to balance resource to meet demand.

CSECMG/2016/111. School Issues

None.

CSECMG/2016/112. Estates

The School of Mathematics & Statistics have now relocated. Professor Bowman would like to applaud the spirit of School staff. Noted that there were communications issue leading to a misunderstanding that book shelves could be put up in the new building, this was not possible, free standing bookcases are being sourced instead. It was anticipated that the move would be a temporary solution for 5 years, but may be longer.

CSECMG/2016/113. Finance Matters

The period 8 management pack was received and noted. Mrs Graham reported that School day to day results are above target and she is keeping an eye on TNE activity and the impact of the fx rate. Consumables are slightly ahead of where we profiled.

Following a one off request from the College IT Strategy Committee, Dr Duckett/Mrs Graham to explore options to extend the Mathworks license.

Action: Dr Duckett/Mrs Graham
Risk Register

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).

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

- Use the workload model to identify bottleneck in key areas.
- Initiate a review of functional areas to ascertain where a process change would yield the most significant results.
- Continue to adapt and drive research management efficiencies through the implementation of TRM.
- Full review of process to ensure all steps documented with clearly defined ownership and accountability (College Research Support Team).

Following discussion it was noted that:

- The College Research Support Team are now fully staffed and have started to review processes to identify inefficiencies.
- The review of the postgraduate journey is underway.
- The Technical Services Working Group are looking at support services across the College.
- Schools are feeding into the University process review of recruitment.
- Professor Davies and Dr Duckett are providing College representation on the Future Learning Spaces and MyCampus Development Board.
- Information Policy and Strategy Committee have taken on board the importance of systems development.
- Dr Duckett, in his role as Director of College Professional Services, is now a member of the University Services Leadership Team which provides him with immediate interaction with the University Directorate.

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).

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

- Continue to strengthen relationship with funders.
- Ensure College staff are in a position to influence funders and define calls.
- Support high quality applications.
• Support research partnership development.
• Define the College research priorities i.e. size of grants, number of staff in receipt of grants.
• Gain representation on and influence over awarding committees.
• Diversify funders.

Following discussion it was noted that:

• To continue to strengthen relationships with funders: targeting GCRF, building relationships with programme managers, working with EPSRC on strategic packages and offering support and advice to Research Councils. Noted that we have representation on EPSRC Council, EPSRC SATS and NERC.
• Developing guidelines on institutional support. GCRF workshops and guidelines. Continue to run grant writings workshops for ECDP. Developing research grant toolkit (GCRF, ISCF, CDTs, finance, institutional support etc).
• Focus on external engagement to develop positive relationships.

For next month is was agreed that Risks 1 and 14 will be discussed:

Risk 1: Suitable estates solutions are not identified and delivered resulting in; Inability to realise research growth; Inability to attract staff and students; Capacity limiting growth potential; Poor NSS due to quality of environment (Head of College).

Risk 14: Disaster recovery plans are not robust such that a major equipment or infrastructure failure, or cyber security attack leads to financial and/or reputational consequences (Director of College Professional Services).

Mrs Graham confirmed that Risks will continue to evolve and will be restated in November.

CSECMG/2016/114. Human Resource Matters

No update to report on this item.

CSECMG/2016/115. 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) Interim Research Reviews. The following was noted:
  o UoA 7 (Earth Systems and Environmental Sciences) UoA 8 (Chemistry) and UoA 11 (Computer Science & Informatics) have completed internal assessment of outputs, UoA 10 (Mathematical Sciences) still to be completed. All outputs reviewed by at least two people. Environment templates are progressing and are important.
  o Noted use of 12 Point scale. More scrutiny required of the 3* 4* boundary. Consideration to be given to how to go back to individuals sensitively when there is disparity of the 3* 4* boundary.
Consideration to be given to how we compare to each other and to performance in REF 2014. Noted that there have been some delays in HESA data being available, however it is important that the environment templates are completed.

Members are encouraged to think about what feedback we want to get from the External Panel and more thought to be given to how the Glasgow unit is perceived externally e.g. should we be benchmarking against RG? Choices for future investment. Integrations of Staff Student Ratio (SSR).

(ii) **Interim Impact Review.** Impact templates to be completed and reviewed by the College Assessment Panel (CAP) by end June 2017. The review will focus on case studies where we want feedback and are happy to be seen by an external audience. Noted that this will involve lots of work and Heads of School are requested to ensure that School Impact Champions place high priority on impact templates for Interim Reviews.

**Action: Heads of School**

(iii) **Industry Strategy Challenge Fund.** Attention was drawn to the announcement of the Industry Strategy Challenge Fund. Professor Pearce is taking forward the call with School Research Directors. This is huge opportunity and we must think flexibly and move quickly. The topics are very broad and we must consider the level of industrial support we could leverage.

(iv) **ECDP.** Early career staff in the College are progressing through the ECDP programme and some have made a successful *prima facie* case for early promotion. Noted that there are some challenges around managing expectations, however development to grade 9/research leader is possible. Work is being done to extend ECDP to include learning & teaching and scholarship staff.

(v) **Smart Campus.** Attention was drawn to the paper circulated by Professor Pearce. Smart Campus is a big University initiative which will integrate digital, data and Engineering technologies and provide the opportunity for new strategic partnerships.

**CSECMG/2016/116. Graduate School Matters**

The Graduate School Report, the postgraduate registration report and the postgraduate admissions report were received and noted. The following matters were discussed

(i) **Postgraduate Admissions.** The PGT Admissions report shows that the College is in a good position and work will be done on conversion over the coming months.

(ii) **Graduate School Review.** Professor Waldron led a vote of thanks to all staff and students who participated in the recent Graduate School Review.

(iii) **CMG (r) meeting on studentships and fee waivers.** Members are requested to send items for discussion at the CMG(r) meeting on studentships and fees waivers to Professor Waldron directly (meeting Friday 12 May @ 1030).

**Action: All**
(iv) Supervisor Development. A recent workshop was held on the Examination Process and Roles of Internal/External and Conveners. This can be run every year and is useful, in particular, in identifying the role of the Convener. There was some discussion on EPSRC Equality & Diversity Assessment and Professors Waldron and Calder will discuss this matter offline.

CSECMG/2016/117. Learning & Teaching Matters

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

(i) Undergraduate Recruitment. Following discussion Professor Davies agreed to investigate how planning around recruitment of UG students is impacted by financial pressures, capacity issues, funded places and targets set at School/College and University Level. To be discussed in detail at May CMG.

Action: Professor Davies

(ii) Chief Adviser of Studies. Dr Jason Bohan from the School of Psychology will take over from Dr Peter Sneddon as Chief Adviser (Science) from the next academic session. Professor Davies led a vote of thanks to Professor Biello and the School of Psychology for their co-operation in appointing Dr Bohan to this role.

CSECMG/2016/118. Internationalisation

Professor Calder stated that Dr Watson contacted her directly and raised the possibility of appointing International Leads at School level. Following discussion it was noted that there are many dimensions to Internationalisation activity at School level and as such the Heads of School Administration, as the main conduit into Schools, should be contacted in the first instance. Professor Calder stated that she will arrange to meet with Dr Watson in the coming weeks and will inform him of this.

CSECMG/2016/119. Any Other Business

None.

CSECMG/2016/120. Date of Next Meeting

The next business meeting of the college management group is scheduled for Friday 26 May 2017 at 1000 hours. The full meeting schedule for 2016-17 is available at:

http://www.gla.ac.uk/colleges/scienceengineering/information/staff/committeesmanagementgroup
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<td>(iii) Paper regarding Everyday HR Practices to be distributed well in advance of discussion at CMG(r) meeting on 8 June 2017.</td>
<td>Mr Wilson</td>
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<td>Mrs Love</td>
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