University of Glasgow
College of Science and Engineering
College Management Group

Minute of meeting held on Friday 26 May 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 David Cumming, Professor John Davies, Dr Gordon Duckett, Mrs Pat Duncan, Professor Rob Ellam, Professor Graeme Cooke, Mrs Elizabeth Graham, Professor Chris Johnson, Professor Martin Lee, Professor Chris Pearce, Professor Fin Stuart, Professor Susan Waldron, Dr Ian Watson, Mr Simon Wilson.

Apologies: Professor Martin Hendry.

In attendance: Mrs Evelyn Love (Clerk).

By Invitation: Mrs Debbie Goldie (Item CSECMG/2016/121. only).

Professor Calder welcomed Professor Fin Stuart to the meeting. Professor Stuart will assume the role of Director of SUERC from 1 August 2017.

CSECMG/2016/121. Update on PGT Journey

Professor Calder welcomed Mrs Goldie to the meeting. 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. They have split into two working groups; the first group are reviewing administrative support for CoSE Postgraduate provision and the second group are giving consideration to maximizing income across CoSE PGT activity. The following was noted:

- **Reviewing administrative support for CoSE Postgraduate provision**: data gathering exercise is underway relating to the total % time spent on PGT administration across all the Schools in the College. A group of six PGT administrators from across the College are engaged in the process of reviewing PGT activities. A list of PGT key activities was made available to CMG.

- **Maximizing income across CoSE PGT activity**: members were content with the range of staff from across the College/University Services who are being consulted. Attention was drawn to the Gantt chart which provides details of the important milestones associated with this review. Noted that deadlines for some of the milestones could be revised and shortened. Members were content with the tasks being undertaken which include; an evaluation of the CoSE programme portfolio, an investigation of cross-institutional course/programme provision, a review of the conversion activity across the University, analysis of the decliner’s survey, identifying main drivers for accepts, understanding UK-wide trends and recommendations for continuous improvement.
CSECMG/2016/122. Minute of the meeting held on Friday 28 April 2017

Accepted. Mrs Love to amend information regarding Equality & Diversity Training and Unconscious Bias Training.

CSECMG/2016/123. Matters Arising
<table>
<thead>
<tr>
<th>Item ref.</th>
<th>Item description</th>
<th>By whom</th>
<th>Update</th>
</tr>
</thead>
<tbody>
<tr>
<td>108</td>
<td>Consider how to improve the skills and approach of our interview panels.</td>
<td>Professor Calder</td>
<td>Prepare draft notes of questions for Interview Panel. <strong>Action:</strong> Professor Calder&lt;br&gt;Send exemplar questions to Professor Calder by Friday 2 June 2017. <strong>Action:</strong> All</td>
</tr>
<tr>
<td>109</td>
<td>Ensure School staff complete online Equality &amp; Diversity Training. College position to be reviewed in July. Target is 90% completion.</td>
<td>Heads of School</td>
<td>Ongoing.</td>
</tr>
<tr>
<td>109</td>
<td>CMG Initiatives:</td>
<td>Dr Duckett</td>
<td>SMG taking forward.</td>
</tr>
<tr>
<td>113</td>
<td>Explore options to extend Mathsworks license.</td>
<td>Dr Duckett/Mrs Graham</td>
<td>Given constraint on consumables budget, not likely going forward as current cost too high. Mrs Graham to contact Mr John McClure to explore options.</td>
</tr>
<tr>
<td>Item ref.</td>
<td>Item description</td>
<td>By whom</td>
<td>Update</td>
</tr>
<tr>
<td>----------</td>
<td>------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>-------------------</td>
<td>-----------------------------</td>
</tr>
<tr>
<td>116</td>
<td>Send items for discussion at the CMG(r) meeting on studentships and fees waives to Professor Waldron directly. Meeting Friday 12 May @ 1030.</td>
<td>All</td>
<td>Complete.</td>
</tr>
<tr>
<td>117</td>
<td>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.</td>
<td>Professor Davies</td>
<td>Item CSECMG/2016/129. below refers.</td>
</tr>
</tbody>
</table>

**CSECMG/2016/124. Head of College Business**

Professor Calder drew attention to the following matters:

(i) *REF Panel.* Mrs Love to inform Professor Padgett that CMG are content with the proposals for supporting academic participation on REF Assessment Panels.

  **Action: Mrs Love**

(ii) *P&DR.* Some discussion on encouraging staff to undertake ‘development’ courses e.g. encouraging all PhD supervisors to undertake ‘supervisor development’. Members took this on board.

(iii) *College Council.* Noted that there were five excellent talks at the recent meeting of College Council. However, overall these meetings are poorly attended. Agreement that no further meetings of College Council will take place. Communication to staff to be made using the College E-newsletter and through School Staff Meetings.

(iv) *Meetings.* The CMG (r) meeting scheduled for 13 July 2017 is cancelled.

**CSECMG/2016/124.1 Budget**

Professor Calder reported that the final budget meeting was very positive. Members to note recruitment is underway for replacement Chair in Energy.

**CSECMG/2016/125 External Engagement and TRM Update**

The following was noted:

- Any equipment purchases exceeding £100,000 (internal or external funding), there is a requirement to check with Estates & Buildings that there are no hidden estate costs.
• Application Approvals: there were some teething troubles in late May with last minute applications submitted for approval with little or no prior notification and applications with poor or negative contribution. Actions have been identified for some issues and investigation to improve service.

CSECMG/2016/126. School Issues

None.

CSECMG/2016/127. Estates

In preparation for the expected hiring of two Quantum Technologies Professors, appropriate offices and laboratories are being sought from within our existing footprint.

Dr Duckett is discussing with Estates & Buildings colleagues how we can better co-ordinate the development of our Estate in line with the University’s campus plans.

CSECMG/2016/128. Finance Matters

Following discussion it was agreed that Mrs Graham will send the Finance Management Pack to CMG on a quarterly basis.

Action: Mrs Graham

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).

• Two large Estates Development Projects are underway; new build for Engineering (sponsor Professor Margaret Lucas) and refurbishment of Joseph Black Building (sponsor Mr Graham Tobasnick). Professor Calder is the SMG Champion of both projects. Noted 5 – 10 year timeline.
• Significant refurbishment of JWS to deliver better utilization of space available is under discussion between the School and E & B colleagues.
• Following their move to a new building, Mathematics & Statistics have prepared a lessons learned document which will be shared with the wider L&T Hub project Board.

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).

• A University Business Continuity Manager has been appointed and Schools are working in conjunction with him to build local continuity teams.

For next month it was agreed that Risks 9 and 12 will be discussed:
Risk 9: Unable to fill SFC funded places with Home/EU students resulting in the withdrawal of these funded places by the SFC. Risk that EU students are no longer eligible for SFC funded places (EU students count for c30% of SFC funded places, 20% of all UG places for CoSE) resulting in requirement for all places to be filled by Home only students and resultant competition and quality risk, or decision by SRC to withdraw funded places (Dean of Learning & Teaching).

Risk 12: Failure to secure future funding for PGR students following the dilution of traditional funding for PGR due to e.g. cohort training approaches: Doctoral Training Centres and Innovation Centres, resulting in failure to achieve KPI for PGR/R&T staff, reputational damage and ability to perform research (Dean of Graduate Studies).

CSECMG/2016/129. Learning & Teaching Matters

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

(i) College Teaching Excellence Awards. Congratulations to Dr Niamh Stack (School of Psychology) and Dr John O’Donnell (School Computing Science) who received individual excellence awards.

(ii) Uneconomic courses. Members to note SMG have requested that we review the lowest 10% of our courses by income and either withdraw them or provide reasons why they continue. The spreadsheet for the College shows 709 courses. Professor Davies to take the lead on this.

Action: Professor Davies

CSECMG/2016/129.1 Understanding recruitment and what is needed to grow capacity

Procedure for setting UG recruitment targets

- Meeting between Planning & Business Intelligence (PBI) and the College to agree targets.
- Target adjusted by PBI to ensure that the overall University targets are met.
- Targets signed off by Vice Principal’s and passed to MaRIO for action.
- We have no visibility of the changes made after our meeting until we get forecasts from MaRIO.

Current UG Position

Attention was drawn to the spreadsheet which shows acceptance of offers by UK and EU students. In general the figures are closer to those for previous years. International numbers are below target in both Science and Engineering and both MaRIO and Katherine Henderson are aware of this.

Capacity Analysis

Engineering

- Has a fixed curriculum.
Present limit on capacity is desire to keep second year classes to two lecture groups.
Second year larger than first year because of entry from GIC and an improved progression rate from first year.
Noted increasing numbers of 2+2 students from UESTC may require double lecturing in third year.
Noted laboratory space for mechanical subjects is at capacity.

Science

Most subjects reported that capacity is limited by compulsory third year classes, taken by all students both single and combined honours.
In most cases the limiting course is the laboratory.
Psychology: SSR ratio limited 1:20 by accreditation.
Chemistry: final year projects are a particular limit.
GES: field courses a severe load.
Nobody willing to raise the barrier for entry to honours except in extremis.

Actions to increase capacity

Reduce reliance on lecturing by using online instruction: may help in the long term by releasing staff time and in the short term helps with room allocation. However noted heavy investment is required to set up complete courses, should the College support an initiative for a course taken by a large number of students that would improve capacity? Concern that costs could outweigh benefits. Noted that this could be a possible topic for discussion at a CMG(r) meeting.
Reduce reliance on large tutorial groups by using online instruction: the University offers a facility for delivering tutorials online.
Improve usage of laboratories by moving peripheral activities into other spaces or online: e.g. Chemistry are using Learning Science for pre and post laboratory activities including write-up and auto marking.
Make more efficient use of timetable for laboratories: in many cases laboratories are used for only half a day, in principle they could be used for two sessions but this requires double lecturing. Suggestion that Dr Duckett and Professor Davies could undertake some space modelling with CTT.
Sharing of computer laboratories: some subjects reported that capacity is limited by computer laboratories; can we help by sharing these? Possible discussion at IT Strategy Committee. The Learning & Teaching Hub may provide some solution on this but will not help with wet labs.
GTAs: almost all subjects report that they are short of GTAs. Consider can we require PGR students to contribute to teaching? Perhaps survey refusers to find out why they do not want to participate.
Better use of academic time: we have been asked to review uneconomic courses which should free time for staff (noted that this would not be immediate).
• More efficient assessment: make better use of technology and multiple-choice, however this may rely on Teleform which requires expert IT support. Professors Johnson and Davies to discuss offline.
• PGT project supervision: difficulty finding enough projects and supervisors, could supervisors be sought from other Schools with a transfer of funds to reflect?

Professor Calder thanked Professor Davies for his comprehensive overview. Professor Davies intends to refresh these issues with School Conveners of Learning & Teaching.

CSECMG/2016/130. Internationalisation

Heads of School are requested to send the top three internationalisation priorities to Dr Watson prior to next CMG, including a brief rationale for each area.

Action: Heads of School

CSECMG/2016/131. Research Matters

The awards and applications spreadsheet was received and noted. The following matters were discussed:

(i) Impact Review. Professor Pearce will make available to Schools and REF Champions the Impact Statements going out to the External Reviewers. The Reviews are an excellent repository of what makes a good impact story.
(ii) Research Review. Research Reviews on the 4 UoAs completed so far, including the scored output selections, will be sent to the External Panel along with the Environment document. It should be noted that the latter is extremely important in REF assessments and particular care should be taken in drafting to ensure that it aligns closely with the Unit’s stated aims and ambitions.
(iii) EPSRC Industry Strategy Challenge Fund. Substantial funds are available to support much of our research. Whilst we have achieved some successes, staff should be encouraged to engage more proactively with this scheme.
(iv) CDT Pipeline. It is important to ensure that proposals demonstrate that PhD students within a proposed CDT will be closely related to other strategic grants.

CSECMG/2016/132. Graduate School Matters

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

(i) PGR Recruitment. A number of conveners have drafted action plans/recruitment strategies with a view to addressing fairly static international PGR recruitment. Professor Waldron will discuss these with conveners.
(ii) Nigeria. Issues with applications from Nigeria which may be due to visa restrictions, exchange rate and hardship.

CSECMG/2016/133. Human Resource Matters
Attention was drawn to the papers circulated summarising P&DR 2015/16 outcomes. The following was noted:

- 23.3% of staff across the College were assessed as ‘Exceptional’. This rises to 31.4% at Grades L09 and 32.6% for Grade L10. 20.5% of Grades 6 – 8 employees were assessed as ‘Exceptional’. Noted that 10 – 15% is expected for each Unit. Mr Wilson to deliver P&DR grandparenting sessions with Heads of School to ensure consistency of approach viz what constitutes ‘exceptional’ and ‘strong’ performance in the context of 10 – 15% ‘exceptional’ target.

**Action: Mr Wilson**

- Prepare a checklist to assist P&DR Reviewers in conducting meetings.
- There was a mixed approach to grandparenting. College HR are working with Schools to ensure this is a focus for the next round, to enhance understanding and implementation.
- Observations from Random Sampling: ‘exceptional’ ratings tended to lack the supporting evidence confirming that performance met the criterion; objectives tend to be *unSMART* and at times quite vague; academic reviewers tended to provide a general comment and avoided commenting on individual objectives.
- A number of technical issues with the online system have been addressed, including moving to a new server which will help with capacity.
- Heads of School Administration can run reports on outcomes for all School staff.
- Heads of School to note that the pot ‘exceptional’ reward is pro rata to the number of awards in each School.

**CSECMG/2016/134. Any Other Business**

None.

**CSECMG/2016/135. Date of Next Meeting**

The next business meeting of the college management group is scheduled for Friday 30 June 2017 at 1000 hours. The full meeting schedule for 2016-17 is available at:

http://www.gla.ac.uk/colleges/scienceengineering/information/staff/committees/management group
<table>
<thead>
<tr>
<th>Item ref</th>
<th>Item description</th>
<th>By whom</th>
</tr>
</thead>
<tbody>
<tr>
<td>123 (i)</td>
<td>Prepare draft notes of questions for Interview Panel. Send exemplar questions to Professor Calder by Friday 2 June 2017.</td>
<td>Professor Calder, All</td>
</tr>
<tr>
<td>123 (ii)</td>
<td>Send results of The Complete University Guide to CMG.</td>
<td>Dr Duckett</td>
</tr>
</tbody>
</table>
| 123 (iii)| **CMG Initiatives**  
(i) Paper regarding Everyday HR Practices to be distributed well in advance of discussion at CMG(r) meeting on Thursday 8 June.                                                                 | Mr Wilson                   |
|         | (ii) Examples of errors in data relating to the Workload Model to be sent to Dr Duckett who will take forward at University level.                                                                             | Heads of School/Dr Duckett |
| 123 (iv)| Explore options to extend Mathsworks license with John McClure, IT Manager.                                                                                                                                     | Mrs Graham                  |
| 124     | Inform Professor Padgett that CMG are content with REF document.                                                                                                                                               | Mrs Love                    |
| 128     | Send Finance Management Pack to CMG on a quarterly basis.                                                                                                                                                     | Mrs Graham                  |
| 129     | Take forward review of lowest 10% of courses by income.                                                                                                                                                       | Professor Davies            |
| 130     | Send top three internationalisation priorities to Dr Watson prior to next CMG, including a brief rationale for each area.                                                                                           | Heads of School             |
| 133     | Prepare a checklist to assist P&DR Reviewers in conducting meetings.                                                                                                                                            | Mr Wilson                   |
|         | To deliver P&DR grandparenting sessions with HoS to ensure consistency of approach viz what constitutes ‘exceptional’ and ‘strong’ performance in the context of 10 – 15% ‘exceptional’ target. | Mr Wilson                   |