

# University of Glasgow

## University Court – Wednesday 15 February 2017

### Communications to Court from the meeting of Council of Senate held on 02 February 2017

#### (All matters are for noting)

#### **1. Implementation of the HE Governance (Scotland) Act 2016 – Measures Concerning the Senate of University of Glasgow 2017: Report from Working Group.**

The Clerk of Senate reported that the HE Governance (Scotland) Act became live on 31 December 2016 and it had been confirmed that full implementation was required by 31 December 2020. It was recalled that the proposals developed by the Working Group for the new arrangements for Senate were closely modelled on those for the Council of Senate. Legal advice on the proposals had now been obtained from the University's solicitors.

The meeting with the University's lawyers had been very positive. It had been confirmed that the proposals were consistent with the terms of the 2016 Act, other than in one respect. It had been hoped to be able to implement a requirement that the gender balance of the elected membership of the new Senate would be 40% female, 40% male and 20% of any gender. However, while the target could be expressed as a desire, subject to final confirmation, legal advice on the matter was that to express this as a requirement would be open to challenge and could be considered unlawful.

To ensure continuity of business during the transition from the current Council to the new Senate, it had been hoped that it would be possible for the elected members of the council to complete their periods of appointment and to avoid across the board fresh elections to the new Senate. The solicitors had confirmed that this would be permissible; appropriate wording of the Ordinance on the composition of the new Senate which would be required would permit dovetailing of the elected membership between the Council of Senate and the new Senate.

It had also been confirmed that, as was planned, it would be permissible to co-opt those elected as Senate Assessors on Court onto Senate if they were not already members of Senate. It was also reported that it had been confirmed that the quorum had not been altered in the 2016 Act and would remain at one-third of the total membership. The Clerk of Senate was also pleased to report that it had been confirmed that it would be permissible for the new body to be called Senate.

It had also been confirmed that there was no necessity for a quorate meeting of the full current Senate to be convened in order to approve the proposals for the new Senate. The procedure for the approval of the Ordinance involved consultation with Senate, but this took place outwith a meeting.

Approval of some measures that would be proposed lay within the authority of the Council of Senate (acting in line with its remit) on behalf of the current Senate; others would require the approval of the University Court; and others would be approved by means of the new Ordinance on the composition of Senate. It was now planned to revise the Working Group's proposals in light of the legal advice and to submit final proposals to the Council of Senate at its next meeting, on 13 April. If approved, these would then be forwarded to Court for approval as appropriate and, with the endorsement of Court, the new Ordinance would then be drafted and consulted upon in line with the procedure outlined above.

## **2. Education Policy and Strategy Committee: Report from the meeting held on 14 December 2016**

Council of Senate received a report from the Education Policy and Strategy Committee held on 14 December 2016 from Professor Coton, Vice Principal for Academic & Educational Innovation and were asked to note approval of the following:

- International Masters degree in Children Literature, Childhood Culture and Media (IMCLCCM)
- International Masters degree in 'Central, East European, Russian and Eurasian Studies' (IMCEERES)

## **3. Estates Strategy: Presentation by Senior Vice Principal**

Senior Vice-Principal Professor Neal Juster, presented an update on the Estate Strategy and Capital Plan. It was reported that the development of the campus following acquisition of the Western Infirmary site constituted the third transformational development of the estate in the history of the University – the others being the move from the city centre to Gilmorehill and the expansion of the campus in the mid-twentieth century. It was noted that every world class university was investing in their estate and it was essential for the University of Glasgow to do so also.

The University was working closely with Glasgow City Council to ensure that the development also included refurbishment of Byres Road, with new walkways to the River Kelvin. This would create a 'cultural spine' running north to south, at which the University would be at the centre. It was reported that there were currently talks about the creation of an Innovation District in the west of the City, from the Queen Elizabeth University Hospital to Gilmorehill.

It also was noted that the Hydro development had helped to regenerate the area of Finnieston and that the regeneration had extended westwards towards Partick: this was consistent with the aims of the University's estate development. The aims of the Western site was to make the University fit with its 21<sup>st</sup>-Century aspirations to be attractive to staff and students, to enhance the student experience more widely, and to enable efficiencies and enhance the quality of the estate.

Professor Juster explained that the University's ambition was to excel in an increasingly competitive global HE sector. Proposals within the capital plan had been tested against key strategic criteria (academic excellence; enhancing the student experience; supporting student and research growth; industry collaboration; protecting income; and allowing new ways of working). They had also been developed to promote collaboration through 'flexing' College-focused projects in order to maximise the benefit for the entire institution.

The University Court had approved the Full Business Case (value £97M) to deliver the Learning and Teaching Hub and had approved the Capital Plan projects, and the phasing of developments - with Phase 1a being completed in 2022 at a cost of £433.5m, and Phase 1b completed by the middle of 2026 at a cost of £98.5m.

It was reported that the phasing of development had been considered carefully to ensure that disruption was minimised and to allow flexibility to enable downside risks for income generation to be managed; benefits associated with early development to be achieved; and to allow borrowing to benefit from advantageous financial market conditions.

Phase 1a included:

- Decant the School of Mathematics and Statistics
- Clear Western Site
- Learning and Teaching Hub
- Research Hub
- Institute of Health and Wellbeing
- Adam Smith Business School and PGT Space
- College of Arts - partial co-location
- Significant repairs to Joseph Black Building

Phase 1b:

- School of Engineering teaching and research space
- 'Innovation Quarter' on Church Street
- Chronic Diseases research (externally-funded)  
inc. adjacent biological services facility (University-funded)
- Parts of Social Justice Hub to Main Building
- Fit out the top floor of the Research Hub

Phase 2 had not yet been approved, but the plan was to include:

- Complete the move of the College of the Arts
- Complete School of Engineering move
- Move School of Education onto main campus  
– connectivity with Social Justice Hub
- Relocate University Services back to main campus
- Move School of Maths and Statistics to a permanent location

It was reported that, at its meeting on 14 December 2016, Court had approved the Framework for the Capital Plan. It was highlighted that only the Learning and Teaching Hub had full approval for work to start at this stage, and that all other developments were subject to further approval, with a business case for each project to be considered by Court. The full business cases would now be developed for the remaining projects in Phases 1a and 1b of the capital plan: a. Research Hub; b. Institute of Health and Well-being; c. Adam Smith Business School; d. Arts and Humanities Building (phase 1); e. Joseph Black Building refurbishment; f. Infrastructure; g. Engineering (phase 1); h. Social Justice Hub (part of) move to the Gilbert Scott Building. Construction would only commence upon Court approval of a full business case for each development with clarity about the context of each project within the programme package, the external environment and detailed evidence on income streams and the project's impact on the affordability of subsequent projects.

Phase 1a would begin in 2017-18, and the Learning and Teaching Hub would be open for 2019-20.

Professor Juster reported that there were opportunities to develop Lilybank car park, which the University owned, and opportunities as a result of the College of Arts move from Gilmorehill Halls. It was also reported that the square planned on Church Street would include commercial space. It was stressed that the plans were careful to ensure that the developments would enhance the environment.

It was also reported that there was agreement to invest £15-20M per annum in refurbishment and upgrades of the existing estate, and that there were £75M of projects already planned for over the next 6-7 years to enhance the current estate.

It was the intention that the Research Hub would allow space for multi-disciplinary teams to be brought together. The design phase for this was underway. The institute of Health and Wellbeing would also bring together world class research.

The Adam Smith Business School and PGT space would protect that income stream and it was recognised that all areas of PGT were growing but that there was not sufficient space to accommodate the growth. The new location for the ASBS would form part of the Innovation Quarter.

Relocation of part of the College of Arts to reduce its geographical spread and was due to be completed by 2022-23. In terms of the Joseph Black Building repairs, the aims were to secure and safeguard the home of Chemistry on campus. The work would involve: repair of basic building fabric, modernised research infrastructure and some expansion space for research.

It was noted that the Rankin Building and the Adam Smith Building were at the end of their useful lives.

It was anticipated that the College of Arts and School of Engineering buildings would be completed by 2026 at a cost of £200M.

It was intended that, at this stage, staff in Tay House would be moved back onto campus and the permanent building for Mathematics and Statistics would be developed. There would also be repurposing of some of the other buildings that would be vacated. Professor Juster provided assurances that the first phases of the development had taken into account concerns about overall impact of the development project and management of the disruption. Phases 1a and 1b would mean that the development would relatively quickly look like a campus to minimise the sense of a building site as far as possible.

It was reported that accessibility issues had been taken into account and were a major consideration in the development plans. The development of the temporary location for Mathematics and Statistics had demonstrated that development could be managed with minimal disruption.

All developments were controlled by one delivery partner, and the planning had taken into account of, for example, exams periods.

Some concerns were voiced about the financial impact of the development. Professor Juster reiterated that, although Court had agreed the plans overall, each building required individual approval on the basis of affordability.

Concerns were also expressed about the potential security issues for a public square within the campus, which had been highlighted as part of the design for the re-development of the Western site. Professor Juster reported that the plans had taken into account other campuses, such as MIT, where there were no visible external boundaries to the University, which meant that the outside space of the campus was accessible, but that access could not be gained by members of the public to university buildings. It was recognised that it was necessary to ensure that the balance was correct.

Members were interested to find out about the plans for University Gardens. It was reported that plans had not been finalised, but that there was consideration of the space being used as a hotel or as accommodation for visiting scholars. It was confirmed that this space would be retained by the University and would not be sold.

It was noted that Bute Gardens was problematic for a number of reasons and it would eventually be disposed of.

Members also asked whether other sites around the City of Glasgow had been considered for the developments, particularly areas that would benefit from regeneration. It was reported that research undertaken had established that the best option was to develop the existing campus, rather than to have a campus that was spread across the City. It was noted however, that the Queen Elizabeth Hospital was situated in Govan, which was beneficial to the local community as well as the University.

In terms of ensuring that current buildings are fit for purpose, Mrs Ann Allen, Director of Estates and Buildings, reported that there had been a great deal of work in the last 18 months and there had been a change to the way maintenance was approached to gain efficiencies and better service. There was better engagement to ensure effective prioritisation and there was a protected budget for maintenance; it was very much recognised that the current estate could not be ignored. It was reported that £15M per year already was committed to maintenance of existing buildings; the additional £15-20M which mean that ~£31M p.a. would be spent on maintaining the current estate. £75m was reported to have been already allocated to projects.

#### **4. REF2021 consultation: Presentation by Vice Principal (Research)**

Professor Miles Padgett, Vice-Principal Research, reported that, on the 8 December 2016, the Higher Education Funding Council for England (HEFCE) issued a consultation, on behalf of the UK Higher Education Funding Bodies, on the format of the next REF exercise. The consultation was about the implementation of the recommendations included in Lord Stern's review of the REF published in July 2016. The consultation was open for 14 weeks; however, institutions were invited to submit their preliminary comments to the Russell Group by the 5 January 2017, to shape the Group's own response. An initial response from the University of Glasgow with input from SMG was provided to help inform discussion.

Professor Padgett highlighted that the key issues raised in the consultation were:

General:

- How to define "research-active" staff
- Institutional vs UoA-level submission of environment and impact

Outputs:

- Minimum/Maximum number of outputs per individual
- Practical ways of achieving non-portability

Impact:

- Link between impact and underpinning outputs

It was reported that the proposed response was that the University of Glasgow supported the use of staff returned to HESA 'Academic professional' code and an academic employment function of 'Teaching and Research' and also supported additional inclusion of staff returned to HESA as 'Research only', provided a measure of independence is also introduced. Therefore, eligibility for an all-staff return would include all R&T and R only staff.

In terms of the question on decoupling staff from outputs, the proposed response was that the University of Glasgow favoured a maximum contribution of six outputs per individual staff member. This allowed the research of a small number of exceptional researchers to be better represented whilst still ensuring that the whole return remains representative of the unit as a whole. The response proposed two on average, with a maximum of six for any one individual, and a consensus that there should be a minimum of one per individual, because any less meant the idea of an all staff return was not logical.

The Stern Review proposed that outputs should stay with the institutions, rather than move with staff. However, there was some concern that this could be disadvantageous to Early Career Researchers and impact on their development. It was noted that, if portability was reinstated then it would be likely that the maximum outputs per individual would be reduced from six to four.

In terms of the question on Institutional-level submissions ('What are your views on the introduction of institutional-level assessment of impact and environment?'), the proposed response was that the University of Glasgow was not convinced of the merits of this proposal. Much of the activity that it was thought that the REF aimed to measure happened at the local level. There was not a close correspondence between the quality of an institutional strategy and the degree of excellence in each of its units: as was exemplified by the results of past assessment exercises, quality was variable across disciplines in an HEI.

Members raised concerns about the tension between not being able to transfer outputs and this not disadvantaging ECR or internationals recruitment. It was reported that the Stern Review had recommended that outputs belonged to the institution at which they were accepted. It was recognised that the date of publication was considered the only auditable date. Therefore, if someone were to leave the institution, the question arose whether the university concerned would return the paper. It was identified that this led to multiple complications. However, it was recognised that the intention behind the recommendation in the Stern Review was to try to forestall the difficulties brought by a researcher transfer market. It was reported that there was lots of resistance to the non-portability of outputs and there had been a suggestion that there could be some exceptions for first publications, so as not to disadvantage Early Career Researchers.

Members of the Council of Senate voiced concerns about the potential for colleagues being ranked against each other in order to agree a spread of outputs amongst individuals. Professor Padgett responded that the flexibility of outputs proposed should recognise the fact that the exercise should be seen as team approach.

The approach that would be taken in terms of interdisciplinary research was also raised. It was suggested that while interdisciplinary research was encouraged, the structures in place seemed to disadvantage those that engaged in it. Professor Padgett reported that there had been a mechanism to bring in appropriate experts from other fields in the REF14, but that if there were constructive suggestions about how else this might be approached, then these could be incorporated into the University response to the consultation.

Equality was also highlighted as a potential consideration in relation to the inclusion of women in the return. Professor Padgett reported that Equality and Diversity Unit had been consulted on the draft response, as had the Gender Equality Champion, but that, if there were specific concerns about the response in terms of equality, then these would be considered.

## **5. Convener's Business**

### *5.1 Brexit*

The Principal noted that the White Paper on Brexit had recently been published. It was noted that reference was made to freedom of movement for staff in Higher Education and the protection of the rights of EU citizens. Early indications regarding EU students were that they there needed to be reassurances that it was not a question of facing a cliff edge with respect to entitlement to remain in the UK.

### *5.2 SFC Funding*

The Scottish Funding Council draft budget had been issued and indicated a reduction in revenue spend. Although there was an uplift in capital, this was largely committed to the rebuild of the Glasgow School of Art and other loans, which meant that effectively there was a cut overall in funding.

It was reported that there was protection for funding for widening access, teaching and research, with the consequence that reductions would come from other areas of activity. There would be a reduction to funding for PGT and the replacement of fee payment arrangements by a loan scheme.

The Principal noted that it had been a very difficult funding round.

## **6. Clerk of Senate's Business**

### *6.1 Election of Rector*

The Clerk of Senate reported that the term of office of the current Rector, Edward Snowden, would end in April 2017. Nominations had been invited for his replacement with a deadline of 24 January 2017; however, unfortunately, no nominations had been received. Revised arrangements for the nomination and election process for the Rector would be discussed at the Court meeting to be held on 15 February.

### *6.2 Honorary Degrees Committee Report*

Council of Senate received the oral report from the Honorary Degrees Committee concerning recommendations for the conferment of honorary Degrees in 2017.

The Clerk of Senate reported that following acceptances had been received from nominees to receive Honorary Degrees in 2017:

DOCTOR OF ENGINEERING (DEng)  
Professor Yanrong LI  
President of UESTC, University of Electronics & Technology of China

DOCTOR OF THE UNIVERSITY (DUniv)  
Rose GENTLE  
Campaigner

The names noted above of those who had accepted the offer of an Honorary Degree were now in the public domain.

Further replies are awaited and will be reported to the next meeting of Council of Senate.

### *6.3 Senate Guest Night 9 March 2017*

The Clerk of Senate reminded members that the next Senate Guest Night dinner would be held on 9 March and the guest speaker on this occasion will be Val McDermid, best-selling author.

## **7. Intimations**

The Council of Senate stood in silence to mark its respect for former members of Senate whose deaths had been announced during the session:

### **Professor Nenad Bicanic**

Professor Nenad Bicanic died at his home in Croatia on Saturday 8 October 2016. Nenad was the 9th incumbent of the Regius Chair of Civil Engineering, holding the post from 1994 to 2010. After his retirement in 2010, he took up a part-time position at Rijeka University for 5 years.

### **Professor Peter Flynn**

Professor Peter Flynn died on 3 April 2016. Peter was Lecturer in Latin American Studies at the University from 1967 to 1968, and Director of the Institute of Latin American Studies from 1972 to 1997. He was appointed to a personal professorship of Latin American Studies in 1995.

### **Professor Andrew Furlong**

Professor Andy Furlong, who died on Monday 30 January 2017, was an internationally renowned sociologist of youth. Andy held academic posts at the Universities of Edinburgh and Strathclyde before joining the Sociology Department at the University of Glasgow, where he established the Youth, Education and Employment Research Unit and also became Head of the Department. He moved to the Department of Management, where he was Professor of Sociology, and was subsequently appointed as Professor of Social Inclusion and Education in the Department of Education at Glasgow.

In 2014 he was appointed Dean of Research in the College of Social Sciences. He was appointed as a Fellow of the UK Academy of Social Sciences in 2011 and a member of the Research Methods and Infrastructure Committee of the ESRC. He held Honorary Professorial positions at Deakin University, the University of Melbourne and University of Newcastle in Australia and held a Fellowship from the Japanese Society for the Promotion of Science. Andy studied Sociology at Leicester University, where he went on to obtain his doctorate. Andy was awarded a DLitt by Leicester University in 2012.

### **Professor Christian Kay**

Professor Kay died on 4 June 2016. She began working at the University in 1969 and retired in 2005 as Professor of English Language. She worked on English linguistics with a focus on the history of the language, and in 2009 a lifetime of patient research came to fruition with the publication of the Historical Thesaurus of English – a triumph for Glasgow, this work is

the world's largest thesaurus, the most complete thesaurus of English, and the only historical thesaurus ever compiled of any language.

While Christian Kay retired in 2005, she remained highly active as a researcher and facilitator of the research of others, including acting as co-investigator on major externally-funded grants until 2015. The University awarded her an Honorary DLitt in 2013.

### **Professor Keith Vickerman**

Professor Vickerman died on 28 June 2016. Keith Vickerman was an Honorary Professor in the Division of Environmental and Evolutionary Biology. He was titular Professor of Zoology from 1974 until his appointment to the John Graham Kerr Chair of Zoology in 1979, and he was Regius Professor of Zoology from 1984 to 1998. He became a Fellow the Royal Society of Edinburgh in 1970, the Royal Society in 1984 and of the United Kingdom Academy of Medical Sciences in 1998.

### **Professor Mark Ward**

Professor Ward died on 14 April 2016. He was Professor of German Language and Literature within the School of Modern Languages and Cultures and Dean of the Faculty of Arts from 1996 – 1999, after which he served for a period as Director of the then Crichton University Campus.