Present: Professor Muffy Calder (Convener), Professor Stephany Biello, Dr Neil Bowering, Professor Adrian Bowman, Professor David Cumming, Professor Graeme Cooke, Professor John Davies, Dr Gordon Duckett, Mrs Pat Duncan, Professor Simon Gay (vice Professor Chris Johnson), Mrs Elizabeth Graham, Professor Martin Hendry, Professor Martin Lee, Professor Chris Pearce, Professor Fin Stuart, Dr Ian Watson, Mr Simon Wilson.

Apologies: Professor Chris Johnson, Professor Susan Waldron.

In attendance: Mrs Evelyn Love (Clerk).

By Invitation: Mrs Angela Eden and Mrs Chanel Macisaac (Item CSECMG/2017/1. only)

CSECMG/2017/1. Update on PGT Journey

Professor Calder welcomed Mrs Eden and Mrs Macisaac to the meeting. Discussion followed on the documentation they had circulated. The HoSAs were complimented on the work they had undertaken to date and their recommendations for further development were accepted. CMG felt that the project could benefit from involvement of the new Business Process Improvement Manager Mr Rob Thompson and Dr Duckett and Mr Wilson should now be involved.

Professor Bowman agreed to raise concerns regarding commercial partnerships for online teaching with appropriate Senior University Leaders.

Action: Professor Bowman

CSECMG/2017/2. Minute of the meeting held on Friday 28 July 2017

Accepted.

CSECMG/2017/3. Matters Arising
<table>
<thead>
<tr>
<th>Item ref.</th>
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<tbody>
<tr>
<td>150 (i)</td>
<td>CMG Initiatives</td>
<td>Heads of School/Dr Duckett</td>
<td>Item CSECMG/2016/136.1 below refers.</td>
</tr>
<tr>
<td>150 (ii)</td>
<td>Dr Duckett to meet with Emily Howie in the DAO on 8(^{th}) August to discuss social media approaches to alumni (Minute 141 refers: 30 June 2017)</td>
<td>Dr Duckett</td>
<td>Complete. Email to CMG of 17 August refers.</td>
</tr>
<tr>
<td>150 (iii)</td>
<td>Word version of interview panel preparation document to be distributed.</td>
<td>Mrs Love/Ross</td>
<td>Actioned.</td>
</tr>
<tr>
<td>151(i)</td>
<td>Initiative 7 (TNE Staff Management) update by Professors Hoey and Marsh requested for September CMG 2017 meeting.</td>
<td>Action: Professors Hoey and Marsh/Mrs Love</td>
<td>Paper 4.2a refers.</td>
</tr>
<tr>
<td>151(ii)</td>
<td>Initiative 6 (safety governance): development of safety governance webpage layout.</td>
<td>Dr Duckett/Mrs Love/Ross</td>
<td>Draft website available for comment.</td>
</tr>
<tr>
<td>151 (iii)</td>
<td>CMGr 27 September will focus discussion on how Schools and the College can make strategic decisions re studentships and to hear follow up on actions from the May meeting.</td>
<td>Professor Waldron</td>
<td>Professor Waldron will lead the meeting on 27 September.</td>
</tr>
<tr>
<td>151 (iv)</td>
<td>Initiative 2 (organisation of admin staff to support L&amp;T): recommendations from HOSAs to be with Head of College by 10 September 2017.</td>
<td>Dr Duckett/Mrs Love/HOSAs</td>
<td>Agenda Item 1 refers.</td>
</tr>
<tr>
<td>152 (i)</td>
<td>Industry Interactions with CoSE – Dr Bowering to provide quarterly update for CMG.</td>
<td>Dr Bowering</td>
<td>Reports will be available October, January, April, July and October.</td>
</tr>
<tr>
<td>152 (ii)</td>
<td>Dr Bowering to discuss proposed procedure for externally funded staff requests with Mrs Graham.</td>
<td>Dr Bowering/Mrs Graham</td>
<td>Streamlining to be implemented by 18(^{th}) September 2017.</td>
</tr>
<tr>
<td>152 (iii)</td>
<td>Proposal to streamline application approval process to be presented to 29 September CMG.</td>
<td>Dr Bowering/Mrs Love</td>
<td>To be discussed at Oct CMG (Helen Harkness will attend).</td>
</tr>
<tr>
<td>155 (i)</td>
<td>Heads of School views/opinions on the suggested recruitment models to be sent to Professor Pearce: (a) all aspects of the University’s recruitment process to be the responsibility of central HR; (b) specific areas of recruitment to</td>
<td>Heads of School/Professor Pearce</td>
<td>Likely that model 4 will be adopted (Recruitment experts will be central. College will do the admin)</td>
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<td>be co-ordinated between the centre and Colleges/Schools; (c) local HR teams and Schools are responsible for all aspects of the recruitment process.</td>
<td>Dr Bowering</td>
<td>PCs instructed to include this where an eligible cost.</td>
</tr>
<tr>
<td>155 (ii)</td>
<td>Dr Bowering to implement a College-wide approach for the recovery of recruitment costs through grants.</td>
<td>Mr Wilson</td>
<td>Professor Pearce is taking forward with HoS.</td>
</tr>
<tr>
<td>155 (iii)</td>
<td>Incorrect information regarding ECDP mentors to be corrected. Dr Bowering to discuss with PPR Team.</td>
<td>Professor Waldron</td>
<td>Professor Waldron will cover at Oct CMG.</td>
</tr>
<tr>
<td>156 (i)</td>
<td>Industrial doctorate ‘badging’ across the College to be re-organised to ensure easily accessible information for prospective applicants.</td>
<td>Professor Cumming</td>
<td>Professor Waldron will cover at Oct CMG.</td>
</tr>
<tr>
<td>156 (ii)</td>
<td>PRES results: Professor Waldron will discuss individual student comments with Heads of School and School conveners.</td>
<td>Heads of School</td>
<td>School responses expected to be tabled at Graduate School Board in October.</td>
</tr>
<tr>
<td>157 (i)</td>
<td>Risk 3: School of Engineering to address GIC retention rates.</td>
<td>Professor Cumming</td>
<td>Complete.</td>
</tr>
<tr>
<td>157 (ii)</td>
<td>Risk 7: Mr Wilson to present details of the Talent Management and Succession Toolkit to CMG on 29 September 2017.</td>
<td>Mrs Love</td>
<td>Ongoing. Mr Wilson to discuss with Professor Calder in the first instance.</td>
</tr>
<tr>
<td>159 (ii)</td>
<td>School’s Top 3 international priorities to be updated on a regular basis.</td>
<td>Mrs Esson</td>
<td>Item CSECMG/2017/11. below refers.</td>
</tr>
<tr>
<td>159 (ii)</td>
<td>Heads of School to provide Dr Watson with potential PhD opportunities, following his discussion with the Zambian Minister for Education. Details to Dr Watson by Friday 18 August 2017.</td>
<td>Heads of School</td>
<td>Complete. Dr Watson to follow up on any opportunities.</td>
</tr>
</tbody>
</table>

**CSECMG/2017/4. Head of College Business**

Professor Calder drew attention to the following matters:

(i) *NSS*. College results are below the University KPI. Noted massive increase in students in Computing Science and Physics & Astronomy. Schools are asked to think about a ‘you said – we did’ communication strategy. Professor Davies confirmed that Assessment and Feedback will be theme for the year ahead.
(ii) **Honorary Degrees.** Heads of School to think about good applicants and address gender balance. Must have some connection/ongoing relationship with Glasgow. Professors Gay, Lee and Hendry to take forward nominations as discussed.

(iii) **Recording of Lectures.** Some concern regarding the well-being and public exposure of staff if students are permitted to record all lectures. Professor Davies to ensure issues surrounding students recording lectures are discussed at College L&T Committee.

**Action: Professor Davies**

(iv) **Long Service Awards.** Following discussion it was agreed that Mrs Love/Mrs Ross to take forward arrangements for Long Service Awards at School level.

**Action: Mrs Love/Mrs Ross**

(v) **PGT Study Space.** Dr Duckett to ensure draft College response to University call for PGT study space is sent to CMG for comment.

**Action: Dr Duckett**

(vi) **Uppsala University.** Professor Calder to take forward with relevant Schools possible collaborations with Uppsala University.

**Action: Professor Calder**

**CSECMG/2016/136.1 CMG Initiatives Update**

- Initiative 7: TNE Staff Management: Now completed. Excellent documentation from Professors Hoey and Marsh was received and noted. Mrs Love to send a personal note of thanks.
- Initiative 6 Safety Governance: Mrs Love/Mrs Ross to send link to sample College Health & Safety website. Comments to be sent to scieng-hoc-pa@glasgow.ac.uk

**Action: Mrs Love/Mrs Ross/All**

- Initiative 12: Introduction of Workload Modelling: Dr Duckett to convene a Workload Modelling Working Group to ensure fit for purpose in each School, and update Initiative with actions.

**Action: Dr Duckett**

**CSECMG/2017/5. Research Matters**

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

(i) **ECDP.** Professor Calder to take forward concerns regarding email burden on ECDP staff who are undertaking teaching duties within the Schools.
Action: Professor Calder

(ii) **REF 2021.** It is anticipated that the first publication concerning the rules for submission to the next REF will be released in November. It would appear that it is likely these will confirm that, in contrast to the selective approach followed in REF2014, all eligible staff will have to be included in our return. It is also likely that the number of outputs to be returned will be related to the size of the return in the unit, possibly with an average of 2 outputs per staff member. Whilst this will enable a greater degree of flexibility, for example including up to six 4* outputs for one staff member, it reinforces the need for at least one high quality (4*) output from each eligible staff member. It is therefore imperative that we seek to ensure that only research active staff meeting this criteria are on the R&T track, and that units of assessment should consider moving staff to the T only track where appropriate. The Interim Research Reviews are underway and are proving to be constructive in aiding preparations for our submission.

(iii) **Doing Research Differently.** The recent workshop helped to focus on the actions we need to take:

- enable more 4* research publications
- focus on impact case studies
- ensure delivery of CDTs
- diversify our research income
- explore ways to nurture talent.

College Research Committee will be asked to develop appropriate action plans to achieve these. It was felt that methodologies could include conversations, workshops, abstracts and peer-to-peer review with College level groups acting as a quality control mechanism.

(iv) **CDT Update.** Noted that there will be an EPSRC CDT call in January with a deadline for outline proposals within 8 weeks of call, followed by a sift process. Full proposal to be submitted 10 – 12 weeks later. There will be some level of Demand Management (more information expected by the end of the year). EPSRC are considering a dual approach in terms of CDT areas. Professors Pearce and Waldron will review the scientific cases in the near future. Heads of School are asked to continue to give thought to what might be possible.

(v) **Awards.** Awards are down this quarter, however no cause for concern. Applications rates are high.

CSECMG/2017/6. **Learning & Teaching Matters**

The report from the Dean of Learning & Teaching was received and noted as well as accompanying documentation regarding NSS scores and recruitment analysis. The following matters were discussed:

(i) **Student Handbooks.** Schools are asked to ensure that Student handbooks are readily visible on School webpages.
(ii) **Training GTAs.** It was noted that all GTAs must be fully trained before they carry out teaching duties. Students complain persistently about GTAs who do not appear to be familiar with the subject matter of their classes or what is expected of the students. It was agreed that Professor Davies will take forward with Learning & Teaching Committee the message regarding training of GTAs.

**Action: Professor Davies**

(iii) **Admissions.** CoSE is more or less on target (845 Science and 440 Engineering admissions). Some concern that over recruitment is putting severe pressure on some subjects which may be reflected in declining NSS scores e.g. Computing Science and Physics & Astronomy. Professor Davies intends to address issues surrounding the recruitment target for this year.

(iv) **UG Progression.** Professor Davies will look at the summary, particularly Computing Science, Engineering and Physics & Astronomy.

(v) **NSS.** Following the success of the ‘Doing Research Differently’ workshop the suggestion of a ‘Doing Teaching Differently’ workshop was made. Agreement that this will be revisited following the CMG (r) meeting in early December which will focus on NSS.

**CSECMG/2017/7. Graduate School Matters**

The postgraduate registration report and the postgraduate admissions report were received and noted. In the absence of Professor Waldron, Mrs Duncan drew attention to the following matters:

(i) **PGR.** Still early in the session. Needs more time for the numbers to settle.

(ii) **PGT.** Noted significant growth in PGT recruitment compared to last year, with further growth expected through online provision and January intake. Noted additional pressures on space and resources to manage such growth, particularly in Computing Science and Mathematics & Statistics.

(iii) **Deans’ Awards.** CMG approved the paper detailing the continuation of the Deans’ Awards. Mrs Love to advise Ms Henderson.

**CSECMG/2017/8. External Engagement and TRM Update**

(i) **External Engagement.** An update will be available at the next CMG.

(ii) **TRM.** Recruitment is underway to replace two PCs who have resigned. Additional pressures in Schools should be reported to Dr Bowering/Mrs Harkness. Work to be done on post-award support. Dr Bowering to ensure visual presentation of monthly reports is adequate for HoS to track awards.

**Action: Dr Bowering**

- Please contact Mrs Graham directly with any comments on the new layout of the reports. It was noted that we had a better year than expected with a positive foreign exchange impact.
- The order book is strong however noted lack of diverse funders. Mrs Graham to provide CMG with a short guide on the impact of Fellowships funding.

Action: Mrs Graham

CSECMG/2017/9.1 Risk

Risk 6 (Head of College): College Management Group does not have enough strategic leadership time resulting in failure to identify and deliver strategic priorities of College.

- CMG (r) meetings are taking place throughout the year. Strategic priorities are being captured;
- CoSE Executive Group are meeting regularly;
- Dean of Research identified real priorities e.g. CDT success and 4* publications. Dean of Learning & Teaching focusing on issues affecting teaching and student satisfaction.

Risk 13 (Head of HR): Single point of failure in staffing not identified and succession planning not in place.

- Deputies are in place for key roles in Schools;
- Succession planning is a work in progress with HoS;
- Talent Management relates to Risk 7 which will be discussed at a future CMG.

For next month Risks 4 and 11 will be discussed:

Risk 4 (Dean of L&T) Risk that the quality of the student experience declines due to pressure on student support services and staff time, which results in falling NSS scores, impacting on student recruitment and funding streams.

Risk 11 (Dean of UGS and Dean of UETSC) Failure to manage TNE activity resulting in:

- Inability of College to develop and evolve existing and future TNE relationships
- Failure to deliver financial performance
- Failure to meet student experience expectations
- Exposure to reputational damage

Mrs Love agreed to contact Professors Marsh and Hoey and request a written update.

Mrs Love/Mrs Graham to update Risk Register to fit A4 page and to insert a front cover (summary) page.

Action: Mrs Love/Mrs Graham

(i)  
_P&DR._ Completion rates are low with only one month to deadline. Still some issues with individuals not being allocated to the correct reviewer or any reviewer. Please contact HR Systems Support Team.

(ii)  
_Equality & Diversity Essentials Training._ Whilst a completion rate of 70% has been achieved we are still some way from the 90% expected by April 2017, particularly encouraged were Computing Science, Chemistry and Engineering. Heads of School are asked to ensure the message regarding completion of online Equality and Diversity Training is communicated within the Schools.

**Action:** Heads of School

(iii)  
_Recruitment Admin Data._ 11 FTE (previously) now revised to 2.09 FTE.

(iv)  
_Insurance._ Good evidence that staff are using the University insurance form for overseas travel data capture.

CSECMG/2017/11. Internationalisation

(i)  
_UK-Japan Engineering Education League (UKJEEL) Workshop._ The workshop which took place at GU 7–9 September was a great success. Next years’ workshop will take place in early September and will be held at Kyushu University.

(ii)  
_Standard presentation._ Some discussion around the creation of a standard presentation to be used as a College resource for staff when they are travelling overseas.

(iii)  
_International Partnership Development Fund (IPDF)._ Staff in Schools should be encouraged to make applications to this fund.

(iv)  
_2 + 2 information._ Dr Watson to provide up to date information regarding 2 + 2 programmes of study across the College for October CMG.

**Action:** Dr Watson

(v)  
_Internationalisation Priorities._ Dr Watson to compile a slide comprising Internationalisation priorities for each School and send to Professor Calder.

**Action:** Dr Watson to draft and send to Professor Calder

CSECMG/2017/12. Any Other Business

- The Outcomes from the CoSE Technical Services Provision Workshop were circulated for information. CMG are content for Dr Duckett to establish a working party.

- Heads of School are asked to encourage Heads of School Administration to attend CMG(r) on Wednesday 25 October @ 1400 which will focus on Budget preparation.
• Conveners of Learning & Teaching will be invited to attend the CMG(r) on Wednesday 6 December which will focus on NSS. The School of Engineering can invite additional attendees as appropriate.

CSECMG/2017/13. Date of Next Meeting

The next business meeting of the college management group is scheduled for Friday 27 October 2017 at 1000 hours. The full meeting schedule is available at:

http://www.gla.ac.uk/colleges/scienceengineering/information/staff/committees/management group
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<tr>
<td>1</td>
<td>Raise concerns regarding commercial partnerships for online teaching with appropriate Senior University Leaders.</td>
<td>Professor Bowman</td>
<td>A meeting with Professors Bowman/Coton/Davies is being arranged.</td>
</tr>
<tr>
<td>4 (i)</td>
<td>Ensure issues surrounding students recording lectures are discussed at College L&amp;T Committee.</td>
<td>Professor Davies</td>
<td>Ongoing.</td>
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<td>4 (ii)</td>
<td>Take forward arrangements for Long Service Awards at School level.</td>
<td>Mrs Love/Mrs Ross</td>
<td>Ongoing.</td>
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<td>4 (iii)</td>
<td>Ensure draft College response to University call for PGT study space is sent to CMG for comment.</td>
<td>Dr Duckett</td>
<td>Actioned.</td>
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<td>Take forward with relevant Schools possible collaborations with Uppsala University.</td>
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<td>Send link to sample College Health &amp; Safety website. Comments to be sent to <a href="mailto:scieng-hoc-pa@glasgow.ac.uk">scieng-hoc-pa@glasgow.ac.uk</a></td>
<td>Mrs Love/Mrs Ross All</td>
<td>Actioned.</td>
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<td>4 (vi)</td>
<td>Convene a Workload Modelling Working Group to ensure fit for purpose in each School, and update Initiative with actions.</td>
<td>Dr Duckett</td>
<td>Ongoing.</td>
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<td>5</td>
<td>Take forward with Learning &amp; Teaching Committee message regarding training of GTAs.</td>
<td>Professor Davies</td>
<td>Ongoing.</td>
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<td>6</td>
<td>Take forward concerns regarding email burden on ECDP staff who are undertaking teaching duties within the Schools.</td>
<td>Professor Calder</td>
<td>Actioned.</td>
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<td>8</td>
<td>Ensure visual presentation of monthly reports is adequate for HoS to track awards.</td>
<td>Dr Bowering</td>
<td>Ongoing.</td>
</tr>
<tr>
<td>9 (i)</td>
<td>Provide CMG with a short guide on the impact of Fellowships funding.</td>
<td>Mrs Graham</td>
<td></td>
</tr>
<tr>
<td>9 (ii)</td>
<td>Update Risk Register to fit A4. Insert front cover page.</td>
<td>Mrs Love/Mrs Graham</td>
<td>Actioned.</td>
</tr>
<tr>
<td>10</td>
<td>Ensure message regarding completion of online Equality and Diversity Training is communicated within the Schools.</td>
<td>Heads of School</td>
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<tr>
<td>11(i)</td>
<td>Provide up to date information regarding 2 + 2 programmes of study across the College for October CMG.</td>
<td>Dr Watson</td>
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<td>Compile a slide comprising Internationalisation priorities for each School.</td>
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