

Central Management Group



Wednesday, 9 March 2011

MINUTE

Present: The Principal (in the chair)
Vice-Principal Professor A McMahon
Vice-Principal Professor M Bownes
Vice-Principal Professor N Brown
Vice-Principal Professor D Fergusson
Vice-Principal Professor J Haywood
Vice-Principal Professor S Hillier
Vice-Principal Professor R Kenway
Vice-Principal Professor D Miell
Vice-Principal Professor L Waterhouse
Professor J Seckl
Mr N A L Paul
Dr K Waldron

In attendance: Dr I Conn
Dr A R Cornish
Mr A Currie
Mr J Gorringe
Ms S Gupta
Mr D Waddell
Ms M Macpherson (for item 6 only)
Dr K J Novosel

Apologies: Vice-Principal Professor D Hounsell

1 MINUTE OF THE MEETING HELD ON 26 JANUARY 2011 Paper A

The Minute of the meeting held on 26 January 2011 was approved as a correct record

2 PRINCIPAL'S BUSINESS

2.1 Principal's Communications

The Principal reported on the following: current discussions on future funding of Scottish universities; the present position on the proposed merger with the Edinburgh College of Art; developments in respect of Border Agency issues; and the current student participation levels in NSS.

2.2 Principal's Strategy Group Paper B

CMG noted the report.

FOR DISCUSSION

3 DRAFT PLANNING SUBMISSIONS 2011/2012 (CLOSED) Paper C

CMG noted the guidance issued in respect of the 2011/2012 planning round and the 5% reduction in core budgets and indicative reductions of 5% and 3% respectively for 2012/2013 and 2013/2014. There would be further discussion over the next few days with budget holders to finalise plans and budgetary proposals would be presented to CMG on 20 April and Court on 16 May 2011. Overall the draft plans were well aligned with the University's Strategic Plan with some further work required to implement the sustainability agenda, and identify opportunities to grow income particularly in the area of e-learning. In some plans there was a need to make reference to the timetabling project, to be more explicit on proposals to engage with the community and promote knowledge exchange, and develop further strategies to encourage philanthropic giving and identify appropriate projects. Given the imminent REF, the Director of Finance agreed to develop a business model for proleptic appointments which took account of the no default retirement age. College Registrars were also tasked with developing a framework to ensure the sustainability of cross College centres/institutes.

3.1 CHSS Paper C1

The plan sought to balance opportunities for growth against the need to reduce expenditure. The College wished to particularly extend in the area of postgraduate taught, producing sustainable programmes and attracting international students. The anticipated merger with the Edinburgh College of Art had a major impact on the College.

3.2 CMVM Paper C2

The significant capital programme which had greatly enhanced College facilities was coming to an end and the College would be rationalising its estate in George Square and the Western General Hospital as well as looking at opportunities for the disposal of Summerhall. The plan also sought to expand postgraduate taught course, on-line programmes and international partnership opportunities and to explore staffing requirements for REF.

3.3 CSE Paper C3

The College intended to increase its postgraduate programmes particularly MSc courses and to identify areas to initiate distance learning to grow income while looking to avoid duplication and thereby reduce costs. Preparation for REF was on-going and the College was looking to secure increased grant income.

3.4 CSG Paper C4

The CSG plan focused around three themes of delivering efficiency and additional income; continuing to motivate staff; and delivering the University's Strategic Plan objectives. The various departments within CSG would be looking to take these themes forward and support colleagues across the University particularly in the areas of finance and HR.

- 3.5 ISG** **Paper C5**
- The Group would continue to support colleagues in taking forward a number of IT projects while seeking to identify areas of duplication and with colleagues identify IT solutions to reduce costs and promote efficiency eg on-line meetings. A major issue within the Group continued to be the cost of library materials and discussions were on-going with colleagues across the sector to secure the best value for money. It was agreed to reconsider how expenditure on library materials was treated and whether this should be brought more into line with the approach taken on utilities' expenditure.
- 3.6 SASG** **Paper C6**
- Given the diverse nature of the Group, four key priority areas had been identified: developing a sustainable student record system on completion of EUCLID; implementation of a post Enlightenment Campaign strategy; supporting the expansion of internationalisation; and initiating action to improve the student experience eg co-located student facilities. The Group would continue to identify areas to reduce expenditure while seeking to expand income generation and support the REF and the implementation of the merger with eca.
- 3.7 Student Unions** **Paper C7**
- The intention to review the current governance structures within EUSA and to develop a strategic plan (including financial plan) was welcomed. The impact of a 5% reduction in the University's allocation was noted and there was general support for a flat cash allocation. There was some concern on the suggestions regarding the festival and transfer of venues and this would be further explored with EUSA.
- There was also support for a flat cash allocation rather than a reduction in respect of the Sports Union.
- 4 FINANCE UPDATE (CLOSED)** **Paper D**
- CMG noted the current position, particularly the anticipated impact of the introduction of the Wakeham proposals on research grants and the outcome of the consultation on proposed changes to USS.
- 5 INTERNATIONALISATION STRATEGY - UPDATE** **Paper E**
- The progress to date across the University in taking forward the Internationalisation Strategy was noted and welcomed. CMG further noted the intention to consider the role of the International Office in supporting the strategy and broadening its current focus on international student recruitment.
- 6 ABOLITION OF THE DEFAULT RETIREMENT AGE** **Paper F**
- CMG noted the transitional arrangements and the robust strategies being developed to underpin the on going challenges of the abolition of the default retirement age with effect from 1 October 2011. In particular CMG noted the importance of performance development and review procedures and flexible working arrangements. It was agreed that with the approaching REF it was

important to initiate planning discussions now and to closely monitor the position.

7 REPORT FROM RESEARCH EXPERIENCE COMMITTEE (CLOSED) Paper G

The recommendations of the two working groups established by Senate's Research Experience Committee to look at improving the experience of PhD students and career development for researchers were noted and supported by CMG.

8 WORKFORCE PLANNING (CLOSED) Paper H

CMG recognised the requirement to identify a clear approach to the management of changes in the workforce given the particular current climate of very short notice of withdrawal or significant reduction in external funding, often to well established functions within the University. The proposal to recommend to Court the establishment of a Court Standing Redundancy Committee (External Funding Cuts) was approved by CMG. CMG further endorsed the requirement to ensure better monitoring of potential areas which could be subject to such external funding cuts and that this should be managed through PSG alerting SCCRA of potential areas for inclusion in the SCCRA register. The potential reduction or withdrawal of external funding should also be included within the University's Risk Register and as appropriate in College/School Registers.

The Principal and Vice-Principal Professor Kenway declared a conflict of interest in respect of eScience.

CMG further agreed to establish a CMG Redundancy Committee to take forward potential redundancies in the Scottish Sensory Centre and to recommend to Court that the potential redundancies within eScience required the establishment of a Court Redundancy Committee; the other areas mentioned within the paper would be reconsidered towards the end of this calendar year when their funding positions were clearer.

9 FEES STRATEGY GROUP (CLOSED) Paper I

It was agreed that all postgraduate fees (taught and research) should be increased by £200 from 2012/2013, applied pro-rate for part-time fees, to support postgraduate skills training and thus enhance the previous system. CMG further approved the proposed standard tuition fee levels for 2012/2013 for undergraduate, postgraduate taught and postgraduate research; non-standard fee rate proposals for 2011/2012 and 2012/2013; increases in registry fees for 2012/2013; and fee deposit spine levels for 2012/2013.

10 POTENTIAL INDUSTRIAL DISRUPTION (CLOSED) Paper IA

CMG confirmed its approval for deduction of pay in relation to strike action and action short of a strike as set out in the paper; it was noted that the average deduction for the sector was yet to be determined. This was in line with the position taken by the University in 2006 and Court members would be notified of this decision.

FOR INFORMATION/FORMAL APPROVAL

11 MANAGEMENT ACCOUNTS – SIX MONTHS TO END JANUARY 2011 (CLOSED) Paper J

The very satisfactory financial position, six months into the financial year was noted by CMG.

12 ANNUAL TRAC RETURN 2009/2010 (CLOSED) Paper K

CMG noted the Annual Transparent Approach to Costing (TRAC) Return for 2009/2010, the fEC Overhead rates for Research and the TRAC (Teaching) Return 2009/2010 and further noted the changes in comparison to the previous year's figures.

13 HANDLING OF TUITION FEE INCOME (CLOSED) Paper L

CMG approved the handling of tuition fees in respect of two Masters programmes involving language study abroad and a set of education programmes to be delivered in Singapore out with NPRAS and given the increasing frequency of these requests asked that the Director of Planning draft a paper for the June meeting of the Fees Strategy Group setting out a proposed process.

14 VP CONTINGENCY FUND – UPDATE (CLOSED) Paper M

The current position and projected commitments of the Vice-Principal Planning, Resources and Research Policy's Contingency Fund were noted.

15 DATES 2011/2012 Paper N

CMG noted the dates of meetings in 2011/2012.

16 DATE OF NEXT MEETING

Wednesday, 20 April 2011 at 10.30 am in the Raeburn Room, Old College.