

Central Management Group

Wednesday, 5 March 2014

MINUTE



Present: Senior Vice-Principal Professor M Bownes (in the Chair)
Vice-Principal Professor J Seckl
Mr H Edmiston
Vice-Principal Professor J Haywood
Vice-Principal Professor J Norman
Vice-Principal Mr N A L Paul
Vice-Principal Dr S Rigby
University Secretary Ms S Smith
Mr F Gribben on behalf of Vice-Principal Professor Miell
Assistant Principal Professor A Trew on behalf of Vice-Principal
Professor Yellowlees

In attendance: Ms L Chalmers
Dr I Conn
Mr A Currie
Ms S Gupta
Mr P McNaull
Mrs T Slaven
Dr D Cook

Apologies: The Principal
Vice-Principal Professor C Breward
Vice-Principal Professor S Hillier
Vice-Principal Professor D Hounsell
Vice-Principal Professor C Jeffrey
Vice-Principal Professor R Kenway
Vice-Principal Professor D Miell
Vice-Principal Professor L Yellowlees
Mr D Waddell

The Senior Vice Principal welcomed the Vice Principal for Equality and Diversity Professor Norman and the Director of Legal Services Ms Chalmers to their first meeting of Central Management Group.

1 MINUTE OF THE MEETING HELD ON 22 JANUARY 2014

Paper A

The Minute of the meeting held on 22 January 2014 was approved as a correct record.

2 PRINCIPAL'S BUSINESS

2.1 Principal's Communications

The Senior Vice-Principal reported on the following: the Principal's recent visits to the US and India; the Senior Vice-Principal's visit to Canada and the US on science and sustainability topics; progress on the National Physical Laboratory bid; the first meeting of the University's four overseas offices Directors where best practice had

been shared; the success of Innovative Learning Week; Responsible Investment [consultation](#) to which colleagues were invited to take part (closes on 4 April); the Principal's participation in a EUSA Q&A session; improved speed of offer making, for which the Senior Vice-Principal thanked College Admission Offices and Student Recruitment and Admissions.

A number of senior appointments were also reported including; the retirement of Senior Vice-Principal Professor Bownes from the role of Senior Vice-Principal; the appointment of Professor Charlie Jeffrey to Senior Vice-Principal from 1 October 2014; Professor Bownes' appointment as part-time Vice-Principal of Community Development from 1 October 2014; Professor Trew's appointment as Assistant Principal of Computational Science from 17 February 2014; the appointment of Dr Anne Richards as the new Vice-Convenor of the University's Court from 1 August 2014; Joanne Storrar's appointment as the Executive Director of the North American Office.

2.2 Principal's Strategy Group Paper B

CMG noted the report.

FOR DISCUSSION

3 DRAFT PLANNING SUBMISSIONS 2014-2017 (CLOSED) Paper C

It was noted that the draft planning submissions presented to CMG were in the process of being refined, following the Principal's Strategy Group. The roundtable meetings between Colleges and Support Groups before the plans were produced, had delivered synergies within the plans, for example on library materials. It was identified that there was a general need to be efficient and consider whether if new activities are required, it was possible to stop doing other things. Following CMG, meetings would be held with Heads of Colleges and Support Groups, together with Director of Finance, Deputy Secretary – Strategic Planning and Vice-Principal Professor Seckl.

It was noted that final plans should be submitted by 25 March 2014 for consideration at PSG on 4 April and onward endorsement along with budgetary proposals by CMG on 22 April and approval by F&GPC on 28 April 2014 and endorsement by Court on 12 May.

3.1 CHSS Paper C1

A number of key areas were highlighted; delivering and enhancing the student experience; creating efficiencies and working with Support Groups particularly on Marketing & Communications; diversifying income; building International collaborations and partnerships; boosting the postgraduate research population; and investment on infrastructure (particularly the library). It was suggested that it may be helpful to include an indicator on student satisfaction in relation to assessment and feedback and to further consider the potential impact on the student experience in relation to estates projects.

3.2 CMVM Paper C2

The priority areas in the plan included: enhancing existing undergraduate programmes and developing new BSc programmes; better market intelligence and improved programme planning; growing postgraduate research student numbers; the

Bioquarter; College re-structuring (detailed consultation to follow); developing an IT strategy; use of IT in teaching; an ambitious capital programme and engaging in corporate initiatives. Suggestions were offered in respect of the IT strategy and dental programmes.

3.3 CSE Paper C3

The College's vision is to be in the top 3 in the UK and the top 20 in the world. Plans are to grow student numbers across all levels of study and build on increases in staff numbers, whilst diversifying income streams. Estate issues pose a challenge to expansion. There was widespread buy-in to the plan across schools and staff. Comments were offered in terms of estate risks, closer synergies with the College of Medicine and Veterinary Medicine and integration of Technologically Enhanced Scientific Education Chairs.

3.4 CSG Paper C4

The key question put to the Group was how to invest strategically in infrastructure to take forward the University's strategy? This was at a time when a number of projects are currently underway, and there is a need to deliver business continuity. The Group also noted that there had been success last year in terms of commercialisation activity. Forthcoming challenges include changes in accounting and presentation of financial reports (as a result of new financial reporting standards) and new procurement legislation. It was noted that Court members had identified concerns about the Support Group's capacity to deal with growth and changes, with current resources. There was discussion on the need to invest to be ahead of the curve.

3.5 ISG Paper C5

During 2012-13 there had been an increase in the number of services run. A number of strategic investment proposals were presented for consideration for future years. Future priorities include: a second round of Distance Education Initiative funding (the first round had resulted in online programmes in most areas of the University); increasing video and learning investment; library materials; and High Throughput Computing and data storage. There was a discussion about funding cross-cutting strategic priorities and blended learning.

3.6 SASG Paper C6

Over the past year, teams had responded to increased demand, as result of increased funding in counselling and disability services. Progress was also evident in terms of cross-boundary working on widening participation, development and alumni, the student experience and International profile. Going forward there were three priority areas – i) student experience; how to respond to increased demands for certain services and how best to continue the 5 year plan to boost student experience; ii) income generation; and iii) efficiency and effectiveness of services.

3.7 Student Unions Paper C7

CMG was supportive of these plans. It was suggested that given the current stage of EUSA's estate plans and the University's Estates Strategy, now may be an optimal time to formalise EUSA's estate plans.

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| 4 | FINANCE DIRECTOR'S UPDATE (CLOSED) | Paper D |
| | CMG noted the current position on the NPL and the contents of the paper. | |
| 5 | CREATING INTERNATIONAL WORK AND STUDY EXPERIENCES FOR OUR STUDENTS – SHORT-TERM SOLUTION | Paper E |
| | The Group discussed the proposal to support student mobility, via bursaries, which was included in the SASG plan for 2014-17. Points were raised about the fit with the new Erasmus Plus programme and support for widening participation students (who will be eligible for a double bursary). CMG supported the broad approach, although noted the importance of considering as part of the planning round. The request for 2012/13 funding is to be discussed separately outside of CMG by Vice-Principal Dr Rigby, Vice-Principal Professor Seckl and the University Secretary. | |
| 6 | DRAFT VISITING STUDENT AND NON-GRADUATING STUDENT POLICIES | Paper F |
| | CMG approved these refined policies which aimed to clarify the processes that should be undertaken for visiting students. The Group discussed implementation of the new policy and the importance of keeping the policy under review. There had been substantial discussion on this item at Fees Strategy Group and elsewhere, which had informed the amended policy. | |
| | FOR INFORMATION/FORMAL APPROVAL | |
| 7 | RUSSELL GROUP COMPARATIVE FINANCIAL INFORMATION 2012/13 (CLOSED) | Paper G |
| | This excellent report was welcomed as useful context to the planning round discussions, providing insights as to where the University sits relative to peer institutions. | |
| 8 | QUARTER 2 MANAGEMENT ACCOUNTS FORECAST 2012/13 (CLOSED) | Paper H |
| | CMG noted the contents of this paper, the slight projected increase in operating surplus to quarter 1. Colleges were asked to monitor their cost budgets. | |
| 9 | 10 YEAR FINANCIAL FORECAST UPDATE (CLOSED) | Paper I |
| | CMG noted this update. | |
| 10 | FINANCIAL SYSTEMS PROVISION REVIEW (CLOSED) – Verbal Item | |
| | The Group was informed that the first meeting of the Board considering the Financial Systems Provisions had met. The Board intended to develop a long-term plan setting out what the financial systems will look like and this will be brought to CMG for discussion. | |
| 11 | REPORT FROM FEES STRATEGY GROUP (CLOSED) | Paper J |
| | CMG approved the tuition fee rate proposals for 2015/16, which included a general inflationary uplift of 4% for most fees, and noted the contents of this report. | |

12 FEE PROPOSALS (CLOSED) Paper K

CMG approved the fee proposals.

13 REPORT FROM EQUALITY AND DIVERSITY MONITORING RESEARCH COMMITTEE Paper L

This report identified that the University has an above average proportion of female students and those declaring a disability in the Russell Group. The University also has a high proportion of UK domiciled students from ethnic backgrounds compared to institutions in Scotland (although lower than the Russell Group average). The Group noted that there were differences between schools and the future intention to include widening participation data in the report. In terms of staff, the University has fewer women than men at higher grades (UE09 & UE10) and there are low numbers of staff reporting a disability (although there have been improvements in data capture).

14 PROPOSAL TO CHANGE THE NAME OF THE CHAIR OF STATISTICS TO: THOMAS BAYES CHAIR OF STATISTICS Paper M

CMG approved the proposal alteration to rename the Chair of Statistics to Thomas Bayes Chair of Statistics and to recommend to Senate and Court to adopt the appropriate resolution to amend the title.

15 ANY OTHER COMPETENT BUSINESS

A working group Chaired by the Senior Vice-Principal Bownes, with representatives from the Colleges and EUSA, has been set up in respect of the marking boycott. This group will prepare practical advice and take action to reduce the adverse impact on individual students and protect the University's essential academic standards.

The Group thanked Mr Currie for his contribution to the University and for the extensive estate developments achieved during his time as Estates Director. The Group wished him the very best for his retirement.

16 DATE OF NEXT MEETING

Tuesday, 22 April 2014 at 09.15 am, in the McEwan Hall Reception Room, McEwan Hall (accessed from Doorway 2).

Post Meeting Note: The next meeting will be held at 9.15am in the Raeburn Room, Old College.