



**CENTRAL MANAGEMENT GROUP**

**14 June 2016**

**Minute**

**Present:**

Senior Vice-Principal Professor Charlie Jeffery (Convener)  
Vice-Principal Professor Dorothy Miell  
Vice-Principal Mr Chris Cox  
Vice-Principal Professor Jane Norman  
Vice-Principal Professor James Smith  
Ms Sarah Smith, University Secretary  
Mr Hugh Edmiston, Director of Corporate Services  
Mr Gavin McLachlan, Chief Information Officer  
Ms Tracey Slaven, Deputy Secretary, Strategic Planning  
Mr Gary Jebb, Director of Estates  
Mr Phil McNaull, Director of Finance  
Ms Zoe Lewandowski, Director of Human Resources

**In attendance:**

Professor Arthur Trew, on behalf of Vice-Principal Professor Yellowlees  
Dr Catherine Elliott, on behalf of Vice-Principal Professor Sir John Savill  
Ms Leigh Chalmers, Director of Legal Services  
Mr Gavin Douglas, Deputy Secretary, Student Experience  
Professor Charlotte Clarke, Head of School of Health in Social Science  
Mr Barry Neilson, Director of Student Systems (for items 3 and 4)  
Professor Kevin Collins, Assistant Principal for Industry Engagement (for item 8)  
Mr Jeremy Upton, Director of Library and University Collections (for item 15)  
Ms Kirstie Graham, Deputy Head of Court Services

**Apologies:**

The Principal  
Vice-Principal Professor Mary Bownes  
Vice-Principal Professor Chris Breward  
Vice-Principal Professor Richard Kenway  
Vice-Principal Professor Jeff Haywood  
Vice-Principal Professor Andrew Morris  
Vice-Principal Professor Sir John Savill  
Vice-Principal Professor Jonathan Seckl  
Vice-Principal Professor Sarah Welburn  
Vice-Principal Professor Lesley Yellowlees  
Dr Ian Conn, Director of Communications and Marketing  
Mr Dave Gorman, Director of Social Responsibility and Sustainability  
Mr Brian MacGregor, Director of User Services Division

This was Professor Charlotte Clarke's final meeting as she was finishing her term as a CMG member and thanks were noted. It was noted that this was the last CMG meeting with its current membership and there would be a slightly revised membership next session.

## **2 Principal's Communications**

Senior Vice-Principal Professor Charlie Jeffery, on behalf of the Principal reported on the following: the uncertainty on the outcome of the EU referendum, with the University ready to provide a statement to reassure current and prospective students in the event of an exit vote that the University is stable and secure and will work to minimise the impact on staff and students wherever possible; developments in relation to the Teaching Excellence Framework, which may lead to a different but equivalent process for Scottish institutions; positive discussions on the City Deal; the ongoing UCU action.

## **SUBSTANTIVE ITEMS**

### **3 EvaSys Course Evaluation Roll-Out**

**Paper B**

CMG considered an update on the EvaSys course evaluation roll-out and discussed the draft Course Evaluation Policy.

Members raised the issue of the availability and use of individual staff data beyond School level and were assured this would be reworded in the next iteration of the Policy to clarify that only aggregate data would be available beyond School level, as well as addressing Data Protection and Freedom of Information issues.

There was discussion of terminology, with Course Enhancement considered to be more reflective of the aims of the project than Course Evaluation. It was agreed there needed to be a clear explanation and communication of gender issues in providing feedback on courses and the potential to consider and explore gender bias at an institutional level through aggregate data review was welcomed. There should also be general guidance for managers around issues relating to feedback on new staff and new courses. There was discussion of the implementation plan and it was noted that it would be individualised for each School

There was feedback on the question set with a request for more student engagement led questions. There would be further work with academics to develop the questions and the finalised question set would be forwarded to the Senate Quality Assurance Committee for approval.

A final version of the Course Evaluation Policy, taking into account all comments and feedback, would be forwarded to the next CMG meeting for approval.

#### **4 Service Excellence Programme**

**Paper C**

CMG noted the update on the Service Excellence Programme, which was now operational with the Human Resources Transformation Programme and Student Administration and Support Programme. The Service Excellence Board would shortly consider proposals for two further programmes (Finance and Student Recruitment and Admissions). Feedback was always welcomed on all aspects of the programme.

#### **5 Strategic Plan 2016-21**

**Paper D**

CMG considered the near-final draft of the Strategic Plan 2016-21, which would be presented to Court on 20 June 2016 for approval.

There was discussion of: the importance of ensuring there was sufficient personalisation to make the Plan specific to the University; clarification of the University's intentions and capacity for growth; disability access being referenced in the estates section.

It was noted that the performance measurement framework was being developed and this could provide clear targets and metrics that were distinctive to the University and addressed issues such as growth and access. There would be further consultation to identify measures to monitor progress against the Plan, with the proposed measurement framework forwarded to CMG for consideration.

#### **6 Contribution Modelling**

**Paper E**

CMG considered an update on Workload Modelling, which had been renamed Contribution Modelling and was intended to set principles for academic workload to support the University's unambiguous commitment to learning and teaching. The principles would be supported by operational guidance which would enable each School to generate its own contribution model to ensure learning and teaching was recognised and built into work plans.

There was discussion of the terminology of 'contribution', which suggested output, whereas the principles and guidance were based on input, with output measured through course evaluation. It was agreed it was important to have clarity on this, with 'Work Allocation Model' suggested as a possible name.

There was discussion of the different models that could be adopted by Schools and whether there would be oversight for comparability. It was considered that it may be helpful to receive information from Heads of School on how they had adopted the principles and that such implementation reports, alongside exemplar models, may lead to convergence through comparison and benchmarking.

Subject to the suggestions arising from the discussion being addressed, CMG endorsed the paper, noting it would be discussed at the Combined Joint Consultation and Negotiating Group.

## **7 Industry Academic Fellows**

**Paper F**

CMG considered a proposal to establish an Industry Academic Fellowship scheme to enable junior postdoctoral fellows to spend time in both industry and academia within a single post.

It was anticipated that the process would be Schools led, based on existing relationships with industry and could also include the wider public sector and third sector. It provided an opportunity for companies to access the University for research and development and provided a useful structure for deeper engagement with industry. The model was for shared costs, with the company paying the direct staff costs and the University absorbing indirect costs. CMG were supportive of the proposal and suggested some exemplars would be helpful to develop the initiative.

CMG endorsed the proposal as set out in the paper, noting that indirect costs would require to be absorbed by Schools.

## **8 Heads of School**

**Paper G**

CMG considered proposals for a revised approach to appointment of Heads of School and a revised role description, developed following a consultation process which included a workshop with former and current Heads of School and academic staff in management roles below Head of School.

CMG endorsed the proposals to be taken forward to Policy and Resources Committee and Court for formal approval.

## **9 Implementing the Prevent Duty**

**Paper H**

CMG noted the update on the University's implementation of the Prevent duty under the Counter-Terrorism and Security Act (2015), in line with the guidance published jointly by the Home Office and the Scottish Government. It noted the University had approached implementation in a proportionate manner, that the concerns of students in relation to freedom of expression were recognised and that there would be further work on staff training and awareness.

## **10 Finance Directors Updates**

### **Finance Director's Report**

**Paper I1**

CMG noted the report and that the SBS Trustees had agreed a proposal which will form the basis of a formal consultation. Prior to the

consultation the University will consult with Communications and Marketing, the Pensions Task Force and the Trustees themselves to ensure an effective and meaningful communication campaign.

The Flash Report for Period 10 was tabled which indicated a larger than expected underspend and colleagues were encouraged to bring forward strategic revenue spend to ensure it was spent in year.

### **Ten Year Forecast**

**Paper I2**

CMG noted the Ten Year Forecast indicated the University was in a financially sustainable position. There was discussion of the increase in staff costs as a proportion of expenditure and that increased staff costs were expected to be linked to income growth.

### **Scottish Funding Council Strategic Plan Forecast 2015-19**

**Paper I3**

CMG considered and approve the draft submission of the University's Strategic Plan Forecast to the SFC for submission to Court.

## **11 People Report**

**Paper J**

CMG noted the quarterly report on People related matters, including the initiatives focussed on raising the profile of learning and teaching, the developments in the role of Reader and the recent workshop on managing performance which will inform the redevelopment of the University's Capability Policy.

## **12 Masters Funding Proposals**

**Paper K**

CMG considered a proposal to pilot a loan scheme in the Business School for PGT students with Prodigy Finance. Members expressed reservations about the University appearing to endorse a particular external funding provider and also the legal implications of recognising a preferred supplier and it was agreed there should be further work on the proposal in consultation with the College and Legal Services.

## **13 Access to Buildings Beyond Normal Opening Hours**

**Paper L**

CMG noted a review of the existing arrangements around access to buildings had been undertaken. Issues were raised in relation to disability access and it was requested that there was further consultation and an Equality Impact Assessment before bringing an updated policy to CMG for consideration.

## **14 Improving 24 Hours Access to Study Space**

**Paper M**

CMG considered a proposal for enhanced provision of 24 hour study facilities in the central area.

Currently students have 24 hour access via swipe to two Information Services managed study spaces in the central area, one in the basement of the Hugh Robson building and one at High School yards. The proposal was for 24/7 study space in the Main Library building on restricted floors throughout the year except on the four public holidays when the building is closed.

It was proposed that there would be a one year pilot scheme, funded jointly by Information Services and Corporate Services from within their existing budgets. CMG were supportive of the principle and noted that approving a one year pilot would raise student expectations.

Members approved the pilot, with the expectation that recurrent costs for maintaining 24/7 study space in the Main Library following the pilot would require to be addressed by Information Services and Corporate Services through the next Planning round.

**15 Proposal to create a new Division within Information Services Group Paper N**

CMG approved the creation of the new Division (planning unit) of Information Security within Information Services Group, with effect from 1 August 2016.

**16 Support for Disabled Students Update Verbal**

Vice-Principal Professor Jane Norman updated members that a review of support for students with disabilities was underway and would be gathering information over the summer.

**17 Any Other Business Verbal**

CMG noted its congratulations to Senior Vice-Principal Professor Charlie Jeffery on his award of CBE in the Queen's Birthday Honours for services to the Social Sciences and noted that four other staff members were honoured: Professor David Ferguson, OBE for services to Education, the Arts and the Church of Scotland; Professor Pam Smith, MBE for services to Nursing and Nurse Education; Dr John Kitchen, MBE for services to Music; and Dr Sharon Hannah, BEM, for services to Medical Research.

**ITEMS FOR NOTING OR FORMAL APPROVAL**

**18 Revised Ethical Fundraising Advisory Group Procedures Paper O**

CMG approved revised procedures for the due diligence review of donations as set out in the paper.

**19 Proposals for Chair Establishment and Changes Paper P**

CMG approved the foundation of Chair of Accounting in the College of Humanities and Social Sciences, as set out in the paper.

**20 Fees Strategy Group Paper Q**

CMG approved the proposal to quote a fee range for unstructured PGT programmes and approved the fees for the Design Informatics MA/MSc and MFA/Adv MSc and the MSc DataScience as set out in the paper.

**21 Principal's Strategy Group Paper R**

The report was noted.

**22 Date of meetings for 2016/17**

The dates were noted as follows:

- 30 August 2016
- 4 October 2016
- 8 November 2016
- 17 January 2017
- 28 February 2017
- 11 April 2017
- 30 May 2017
- 20 June 2017

at 10.00 am in Raeburn Room, Old College.