

# THE SENATE

Minutes: 29 August 2024

In the Chair: Professor Richard A Williams, Principal and Vice-Chancellor

Present:	Dr Nasir Al Lagtah Professor Mushtak Al-Atabi Dr Yousef Al-Guamei Mr Mohamed Al Musleh Professor Lehel Banjai Mr David Cavallaro* Dr Hassam Chaudhry Professor Malcolm Chrisp Dr Demitrios Cotsovos Dr Ross Curran Professor Paul Dalgarno Dr Louise Delicato Dr Christopher Dodd Professor Jo Drugan Dr Neamat El Gayar Dr Taha Elhag* Dr David Ellis Professor Anna Fenge Mr Cameron Fields Dr Yun li Go Dr Noor Zainab Habib Dr Daniel Hale Dr April Henning Professor Annie Hill Dr Adnan Ilyas Mr Ramon Inglada Dr Timothy Johnson Mr Karamjeet Singh Dr Britta Kalkreuter Dr Barbara Keating Dr Craig Kennedy Professor Reza Kouhy* Professor Angus Laing Dr Suzanne Lampert Mr Andrew Lee Professor Sara Lombardo Ms Jasmine Low Dr Jia Lu Dr Alex MacLaren	Dr Bill MacPherson Professor Mercedes Maroto-Valer Ms Holly McAdams Dr Alistair McConnell Professor Martin McCoustra Dr Richard McCracken Dr Ruairaidh McIntosh Dr Yvonne McLaren-Hankin Professor Steve McLaughlin* Dr Thomas Methven Professor Basheer Muhammed Dr Shameel Muhammed Professor Gillian Murray Dr Hendrik Nahler* Dr Shereen Nassar Mr Adrian Nathai Professor Mehdi Nazarinia* Dr Stefano Padiila Ms Rachel Poole Dr Marta Romeo Professor Christian Saemann Dr Mohammed Saleh Dr Florian Sheuring Dr Harpreet Seth Ms Devanshi Sharma* Ms Rhidima Shivkumar* Mr Nader Shouly* Ms Andrea Sneddon Dr Ryad Soobhany Dr Katerina Strani Mr Hai Tan Ms Pearlyn Tee* Dr George Vasdravellis* Professor Fiona Waldron Dr Robin Westacott Dr Euan Winton Dr Tze Chuen Yap Dr Humphrey Yiu
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In attendance:	Professor Martha Caddell Mr Iain Dods Ms Samantha Kane	Mr Phil Rowsby (Clerk) Dr Maggie King Mr Fraser Muir
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Apologies:	Dr Anne Bernassau Ms Sue Collier Professor Fiona Grant Professor Igor Guz Mr Mark Hamid Mr Fujiawara Jun Professor Julian Malins Professor Dame Heather McGregor	Mr M Shadi Mohamed Dr Katriona Myhill Ms Ruth Moir Dr Yasemin Nielsen Dr Rabee Rustum Dr Kathrin Stark Dr Monica Tamariz Dr Marta Vallejo
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\* denotes partial attendance

MINUTE REF		ACTION BY	ACTION DATE
<b>M24/57</b>	<b>CHAIR'S WELCOME &amp; NOTE OF APOLOGIES FOR ABSENCE</b>		
	<p>The Principal and Vice-Chancellor welcomed all participants to the meeting, especially those new members of the Senate who were attending for the first time.</p> <p>Professor Paul Dalgarno and Dr Bill McPherson were congratulated on being elected to represent Senate on Court.</p> <p>The apologies for absence were noted.</p>		
<b>M24/58</b>	<b>MINUTES OF PREVIOUS MEETING: 13 JUNE 2024</b>		
	<p>The Senate <b>received</b> and <b>approved</b> as a correct record the minutes of the meeting held on 13 June 2023, with minor corrections to the sequencing of the minute references.</p>		
<b>M24/59</b>	<b>MATTERS ARISING &amp; ACTION LOG</b>		
	<p>The Senate noted updates of the following actions.</p>		
	M24/40.02: SSR dashboard to be circulated to Senators.	Kirsty Scanlan	06.09.2024
	M24/43.04: Regular Research newsletter under development.	Steve McLaughlin	October 2024
	M24/45.02: QESR Outcomes Report would be uploaded to Admincontrol.	Clerk	29.08.2024
<b>M24/60</b>	<b>PRIORITIES FOR THE ACADEMIC YEAR 2023/24 INCORPORATING PRINCIPAL'S REPORT</b>		
	<p>The Senate <b>received</b> a report from the Principal which included the remarks on the educational and financial context of higher education and the impact at each campus location. He noted the challenging environment due to the decline in international student numbers; Scottish student fees which are not fully covered by SFC; and the reduction in RUK students.</p> <p>A key theme highlighted the financial challenges and the focus on diversifying income streams to reduce the planned deficits. It was noted that the University receives only 11% of funding from SFC whilst other Scottish universities are wholly dependent on this.</p> <p>The Principal outlined successes based on research and knowledge translation activities, the growth in CDTs; major collaborative programmes in logistics and quantum technology; and achieving the £65M of grants during 2023/24. Reference was made to success in recent student feedback and destination surveys. The Principal congratulated colleagues from Chemical Engineering judged first in the UK in the NSS for their student focused, community approach.</p> <p>The Senate <b>received</b> a report from the Vice-Principal and Provost focused on finance and resources. He explained how the Resource Management Group (RMG) operated; discussions held with senior leaders across schools and professional services to manage the planned deficits; voluntary redundancy would be avoided; through transforming operations and securing new income streams the University would ensure financial sustainability and provide opportunities to invest. He noted that the University was on course to meet the majority of SPIs in Strategy 2025.</p>		

Following a question, it was confirmed that the University was increasing its approach to maximising the recovery of research costs and intended to move from a median position across the UK to the upper quartile. It was noted that the University was distinctive with the number of industrial partnerships it had and that most universities cross-subsidise activities.

The Principal outlined aspects of the Strategy 2035 development process including the guiding principles; developing communications strategy; methods to enable the institution to develop and grow; the guiding principles for decision-making; and the continued tracking of activities under the headings Delivering Excellence, Assuring Sustainable Growth and Aligning People, Systems and Processes.

The Senate **noted** the update.

**M24/61 GOVERNANCE EFFECTIVENESS**

Professor Fiona Waldron presented on the actions which had taken place, and which were planned, following the external governance review and the joint meeting of Senate and Court which had discussed the report's recommendations.

**M24/62 GLOBAL STUDENT PLANNING AND PRIORITIES**

Cameron Fields, Student Union President presented the global priorities for the Student Representative Bodies.

**M24/63 PRIORITIES FOR THE UNIVERSITY COMMITTEE FOR RESEARCH AND INNOVATION**

Professor Gill Murray, Deputy Principal (Business and Enterprise) presented the year's priorities for the University Committee for Research and Innovation (UCRI) as its vice-chair.

**M24/64 PRIORITIES FOR THE UNIVERSITY COMMITTEE FOR LEARNING AND TEACHING**

Professor Malcolm Chrisp, Deputy Principal (Education & Student Life) presented the year's priorities for the University Committee for Learning & Teaching (UCLT) as its chair.

**M24/65 PRIORITIES FOR THE UNIVERSITY COMMITTEE FOR QUALITY AND STANDARDS**

Professor Fiona Waldron presented the year's priorities for the University Committee for Quality & Standards (UCQS) as its chair.

**M24/66 PRIORITIES FOR THE ORDINANCES AND REGULATIONS COMMITTEE**

Professor Fiona Waldron presented the year's priorities for the Ordinances and Regulations Committee (ORC) as its chair.

**M24/67 PRIORITIES FOR THE UNIVERSITY DISCIPLINE COMMITTEE**

Professor Mehdi Nazarinia presented the year's priorities for the University Discipline Committee (UDC) as its chair.

Following a question, it was noted that suggestions for simplifying student discipline processes should be passed to the Chair of the appropriate School Discipline Committee.

**M24/68 BREAKOUT SESSIONS**

Following the presentations, the Senators divided into breakout sessions of around 6-10 members to discuss two questions posed by the Chair: How can we ensure these priorities can be delivered as part of a global university? What are some of the challenging areas and how might we work together to achieve them?

**M24/69 PLENARY DISCUSSION AND FEEDBACK FROM THE BREAKOUT SESSIONS**

The Senate **received** feedback from three rapporteurs from the breakout sessions and agreed that all feedback would be collated and received at the next Senate meeting.

Clerk

October  
2024

The rapporteurs noted the presentations provided both challenges and opportunities. These included simplified communication and messaging to help drive change and improve morale; re-building staff and student communities; and allowing research to thrive across all campuses with greater synergies to L&T activities.

It was noted that the student experience had been negatively affected by the cost-of-living crisis and the associated lack of student visibility on campus due to part-time employment.

It was suggested that the level of priorities was quite overwhelming and that colleagues were already time poor. It was noted that other activities must stop to ensure the committee priorities could be delivered.

The rapporteurs also noted the importance of ensuring Strategy 2035 had regular short-term milestones.

Committee chairs to develop a combined timeline for the key priorities and deliverables for consideration by Senate

Committee  
Chairs

October  
2024

**M24/70 INTERIM CHAIRING ARRANGEMENTS FOR THE UNIVERSITY COMMITTEE FOR RESEARCH & INNOVATION (SEN-24-43)**

The Senate **noted** the interim arrangements which would be in place until a replacement Deputy Principal (Research and Impact) was appointed.

The Senate **received** and **endorsed** the proposal.

**M24/71 ANY OTHER BUSINESS**

There were no items of other business.

**M23/58 DATE OF THE NEXT MEETING**

Wednesday 16 October 2024  
Thursday 28 November 2024  
Thursday 06 February 2025  
Wednesday 23 April 2025  
Thursday 12 June 2025

Also, a Joint Meeting of Court and Senate (expected in May 2025)