

## **St George's, University of London**

### **Senate**

#### **Draft Minutes (unreserved) of the meeting held on 11<sup>th</sup> November 2014**

Professor Peter Kopelman (Chair)

Dr Anthony Albert	Dr Franklyn Howe	Dr Ronnie Meecham
Jeshni Amblum	Professor Andy Kent	Dr Elizabeth Miles
Dr Iain Beith	Dr Soo-Hyun Kim	Graham Morgan
Dr Jo Brown	Professor Juan Carlos Kaski	Dheemal Patel
Professor Adrian Clark	Nick Lock	Dr Linda Perkins-Porras
Dr Val Collington	Dr Iain MacPhee	Dr Suman Rice
Dr Fran Gibson	Dr Tristan McKay	Professor David Strachan
Dr Vanessa Ho	Dr Jayne Marshall	Dr Matthew Szarko

#### **In attendance:**

Soosan Atkins	Andrew Dyer (for item 7)
Derek Baldwinson (minutes)	Kea Horvers (for item 2)
Manjit Benning	Dr Aileen O'Brien (for item 11)
Sophie Bowen	Kate Shurety (for item 10)
Vicky Constance (Stonewall Client Account Manager) (for item 2)	Tim White

#### **1. Apologies**

Apologies for absence were received from Dr Rachel Allen, Professor Deborah Bowman, Dr Judith Cartwright, Dr Jayne Dennis, Dr Julia Gale, Dr Steve Gillard, Dr John Hammond, Dr David Lovell, Dr Chris Tye and Peter Woodford

#### **2. Stonewall**

Received:

A presentation from Vicky Constance (Stonewall Client Account Manager) on Stonewall's Workplace equality index.

Reported:

- a) The index is a mechanism for identifying employers that are effective in tackling discrimination and creating an inclusive workplace for lesbian, gay and bisexual employees.
- b) Typically universities and higher education colleges have been less likely to enter the Stonewall index than other public and private sector bodies. This may be because the emphasis in the Higher Education sector was on the student experience and on creating an inclusive environment within which students can be themselves. However participation from HEIs increased in the four years to 2014. Within the same period, St George's performance in the index has improved year on year.
- c) The 2015 index will be published in January 2015. St George's hoped to be ranked amongst the top 100 employers when the 2015 index was published.

### **3. The Powers and Responsibilities of Senate and its Membership**

Received:

The Powers and Responsibilities of Senate and its Membership for 2014-15.

Paper Senate/14-15/1/A

Noted:

The Senate membership list appearing on the web was out-of-date and would be corrected when the new website was launched.

### **4. Minutes**

Received and approved:

The unreserved minutes of the Senate meeting held on 9<sup>th</sup> June 2014.

Paper Senate/14-15/1/B

### **5. Matters arising from the minutes**

#### **The draft Religion and Belief Code of Practice (arising from minute 3.1)**

Reported:

The draft Religion and Belief Code of Practice was approved by SPARC on 16<sup>th</sup> June 2014.

### **6. Minutes of the joint SPARC-Senate meeting**

Received and noted:

The minutes of the SPARC-Senate meeting held on 14<sup>th</sup> July 2014.

Paper Senate/14-15/1/C

## 7. Financial Improvement Programme

Received:

An update on the Financial Improvement Programme from the Programme Manager.

Paper Senate/14-15/1/D

Reported:

- a) SGUL had operated on a break-even basis for the last three years. However a number of changes to the way in which universities are funded had reduced the income to SGUL. Modelling these changes to SGUL's income resulted in a series of deficits in future years that are not sustainable.
- b) SGUL's base budget for 2014-15 was showing a deficit of £3,659k. Council had agreed a target budget surplus for 2014-15 of £500k. Achieving this target was dependent upon delivering a financial improvement programme of £4.4m. The aim of the financial improvement programme was to address the base case deficit and deliver the modest surplus agreed at Council.
- c) The financial improvement programme included a number of separate workstreams focussing on:
  - Growth in educational activities;
  - Reductions in staffing costs, particularly in research activities and professional services;
  - Developing shared services through closer working with current partners, especially Kingston University and SGHT;
  - Recovering property-related costs for occupied space from SGHT.

Discussed:

- d) Professor Strachan noted that the summary table on page 1 of paper D had been presented to the Finance Committee on 6<sup>th</sup> November 2014. At the time Professor Strachan had expressed concerns that the summary table was misleading and his concerns had been acknowledged. However it was disappointing that these concerns had not been taken into account when the paper was updated for Senate.
- e) Professor Strachan further noted that when it met in October 2014, the FIP Project Board had considered recalculations to the base budget for 2014-15 which resulted in a £620k reduction to base budget deficit for 2014-15. These base budget recalculations had been apportioned across the various FIP workstreams (i.e. education, research and professional services) and included in the column in the summary table that showed the current estimate of the improvements that had been achieved under the FIP project. Professor Strachan was concerned that this method of presentation was misleading because, in the case of professional services, it implied that greater improvements had been achieved under the FIP project than was the case.

- f) Professor Strachan also noted, that before the base budget recalculations were taken into account, the current estimate of improvements achieved in research amounted to £1.1m or 7% of an annual operating-budget spend of £15m. The equivalent improvement reported for professional services was £397k or 2.5% of a £16m annual spend.

## **8. Teaching capacity review programme**

Received:

A proposal to review teaching capacity to inform future capital planning, curriculum planning, student number planning and staff planning.

Paper Senate/14-15/1/E

Reported:

- a) The proposal had been endorsed by SPARC in October 2014.
- b) The teaching capacity review programme included a number of specific themes, one of which related to room booking and timetabling. In endorsing the need for a review, SPARC had agreed that this theme should be prioritised and a task and finish group had been convened to carry forward the room booking and timetabling theme.

## **9. Strategic Plan refresh**

Received:

A paper from the Director of Strategic Planning on the refresh of the Strategic Plan (2010-15).

Paper Senate/14-15/1/F

Reported:

- a) Senate had received an interim report on the Strategic Plan refresh in June 2014. Since then, the refresh had been discussed at Council and subject to further consultation within the Institution. Feedback suggested that there was a perceived over-emphasis on medical education and training; that the FHSCE context had been underplayed; and that learning and teaching issues and student perspectives could be made more prominent.
- b) The consultation process was continuing; as part of this process, further comments from members of Senate would be sought.
- c) The refresh process was nearing completion. Under the current timescales, Senate would receive a final report in February 2015. Thereafter, supporting strategies and operational plans would be developed and a refreshed Strategic Plan to cover the five year period to 2020 would be published.

Discussed:

- d) When the Strategic Plan refresh was complete, the Strategic Plan, supporting strategies and operational plans would need to be communicated effectively to ensure their relevance to staff and students across the Institution.

#### **10. SGUL Branding, website and joint brand work with St George's Healthcare NHS Trust**

Received:

A progress report from the Director of External Relations and Communications on branding, the website development and joint branding project with the Trust.

Paper Senate/14-15/1/G

Reported:

- a) In 2013, SGUL had reviewed its brand messaging following extensive consultation with staff, stakeholders and prospective and current students. As a result, an extensive 'message bank' that defined SGUL, its mission and distinctive characteristics had been developed. These messages now formed the basis of much of SGUL marketing and communications work including recruitment, media work and public engagement.
- b) The linked project to re-launch the website was at an advanced stage. A beta site had been tested with internal and external audiences and this had identified content gaps which were being filled. More general feedback on the site had also been received. This had had been wide-ranging and constructive and responses would be incorporated prior to the site went live before the end of the 2014 calendar year.
- c) The close working relationship between SGUL and SGHT was seen as a key strength by the internal and external stakeholders of both organisations. The closeness of this relationship was demonstrated through an increasing number of joint projects and activities that were promoted under the "Greater St George's" label. Work was now underway to develop a strong visual image for "Greater St George's". This image would complement but not replace or dilute the separate well-established visual identities of the two organisations.

Discussed:

- d) SGUL had adopted a corporate identity to ensure that the consistency was maintained across all publications produced by staff including presentations, posters and flyers. Staff could usefully be reminded of the corporate identity guidelines which are published on the portal.
- e) When the upgrade to Outlook 2010 was complete, staff would find it helpful if the advice on how to include a logo in an email signature block was reissued.
- f) SGUL's achievement of an Athena SWAN bronze award could be made more prominent manner on the re-launched website.

- g) The use by FHSCE of visual devices to reflect the joint venture with Kingston University would not be affected by the development of a visual image for “Greater St George’s.

## **11. Athena Swan**

Received:

A report on SGUL’s Athena SWAN application for a Silver Award.

Paper Senate/14-15/1/H

Reported:

- a) The Athena SWAN Self-Assessment Team (SAT) has been reconvened and was chaired by Professor Kopelman; Professor Clark was the Deputy Chair if the Principal was unavailable. The Athena Swan Working Group had been reformed and was functioning effectively.
- b) The SGUL application for the Silver Award would need to be underpinned by a clear and comprehensive data set. Data had been requested by and made available to the Self-Assessment Team and the analysis of the data was underway.
- c) Feedback from the Equality Challenge Unit on SGUL’s Athena SWAN Bronze Award application was available on the portal. Feedback highlighted a number of issues for SGUL to address as it prepared its Silver Award application. These included the development of a formal process for conducting exit interviews and improving the completion rate for PDRs.

Agreed:

- d) Driving up the PDR completion rate was a priority for institutes and administrative departments.

## **12. Research Grants and Contracts (2013-14)**

Received:

An annual report on research grants and contracts (2013-14).

Paper Senate/14-15/1/I

Reported:

- a) Staff in the Joint Research and Enterprise Office had worked hard to improve the quality of the reports on research grants and contracts. As a consequence of the improved reporting, SGUL’s capacity to evaluate its research had been enhanced.
- b) For the year ended 31<sup>st</sup> July 2014, income from research grants and contracts was £11.7m. In the two previous years, income of just under £15m had been reported. For

the 2013-14 financial year, the recovery rate for overheads was £1.2m compared with £3.3m for the previous financial year.

- c) The number of new projects starting in 2013-14 was 65 compared with 79 in the previous year. However the value of the projects had increased markedly from £6.5m to £10.2m. In addition, in the first quarter of the 2014-15 financial year, the value of new projects was £6m. The value of the new grants and contracts awarded to SGUL since the start of the 2013-14 financial year suggested that research at SGUL was on an upward trajectory.

### **13. Faculty of Health, Social Care and Education (FHSCE)**

Received:

A report from the Acting Dean on current issues and priorities in FHSE.

Paper Senate/14-15/1/J

Reported:

- a) Work on negotiating the benchmark price per student on nursing, midwifery and pre-registration allied health care programmes was continuing. At this stage, the 2014-15 benchmark price was unresolved.
- b) The London LETBs had jointly launched an invitation to tender for the development of the existing workforce, with a view to commissioning up to 15 education providers to deliver education and training from September 2015. The submission date for responses to the invitation to tender is 12<sup>th</sup> November 2014 and arrangements for preparing a response to the invitation to tender are well in hand. The value of the current CPPD contract awarded to FHSCE in 2013-14 was in the region of £2m.

### **14. National Student Survey (2014)**

Received:

The results of the National Student Survey for 2014.

Paper Senate/14-15/1/K

Reported:

- a) The 2014 National Students Survey (NSS) results showed considerable improvement on the previous year with substantial gains in overall satisfaction, across the majority of programmes, and a rise in student satisfaction in most of the six domains covered by the NSS.
- b) SGUL's internal Student Experience Survey (SES) was redesigned and re-launched in 2014. The results of the NSS and SES are analysed by the NSS/SES Working Group and the analysis showed that there was strong correlation between the two surveys. Students were less satisfied in the following areas: Organisation and Management; Assessment and Feedback; Learning Resources. Working groups have been formed in each of these areas to develop institutional improvement strategies. Senate will receive a follow up

report on the response to the NSS when the various working groups have finalised their action plans.

- c) An on-line repository for student feedback had been created on the portal. The repository contained the NSS and SES survey results and reflections from course directors on the significance of the results. The repository had been well-received by students.

Discussed:

- d) The NSS and SES invited students to comment on their experience at the programme level. Separate surveys, administered by programme teams in Registry, invited students to comment on individual modules. The outcomes of module surveys are not considered the NSS/SES working group.

## 15. INTO St George's International Programmes

Received:

A report from Dr MacPhee, Associate Dean for International Education, on international activity related to the INTO Joint Venture.

Paper Senate/14-15/1/L

Reported:

- a) Recruitment to the higher education programmes offered by the Joint Venture was higher in 2014-15 than in previous years. Recruitment to the INTO International Foundation in Medical, Biomedical and Health Sciences had also increased to 54 against a target of 75.
- b) A meeting was held in August 2014 with members of the GMC's quality assurance team that had visited SGUL in May 2014. The meeting was an opportunity to discuss the GMC's draft report of the May visit. The draft GMC report acknowledged that the years of the programmes delivered in London were working well. However concerns were raised about the delays in securing permanent clinical sites for the delivery of P and F years in the US. SGUL was now progressing as a matter of urgency its strategy of working with established medical schools in the US to secure clinical placements for students on the International MBBS programmes.
- c) The GMC was also concerned that SGUL's senior governance committees with a responsibility for academic quality had not been in a position to recognise or challenge the educational risks related to the International MBBS programmes.

Discussed:

- d) Senate asked whether the Institution was able to address each of the GMC's concerns particularly those concerns that relate to US clinical sites. Dr MacPhee confirmed that negotiations were at an advanced stage with Sidney Kimmel Medical College at Thomas

Jefferson University and with the Joan C. Edwards School of Medicine at Marshall University. There was with an expectation that formal agreements would be concluded with both schools before the GMC's next visit to SGUL in December 2014. Discussions with Cooper Medical School of Rowan University were at an earlier stage although there was agreement in principle to allow up to 10 students to take placements at Cooper from 2016.

- e) Dr MacPhee confirmed that the combined recruitment target for the International MBBS programmes was 55. Only US and Canadian students would spend P and F years in the US because of visa restrictions. When each agreement was finalised, all students that were currently enrolled on the programmes would be accommodated in the US.

Agreed:

- f) That Senate would receive regular and comprehensive reports on the international programmes delivered under the Joint Venture agreement with INTO.

#### **16. Recruitment to SGUL Programmes of Study (2014-15)**

Received:

A summary report from the Secretary and Academic Registrar on recruitment to SGUL programmes of study for academic year 2014-15.

Paper Senate/14-15/1/M

Reported:

Despite a complex undergraduate recruitment market, SGUL recruited to target or exceeded the recruitment target for most programmes. For postgraduate programmes, recruitment continued to be a challenge across the HE sector. Within this context, postgraduate recruitment at SGUL had been mixed although targets for most programmes were achieved.

Discussed:

Dr Beith noted that the report indicated that the MSc Rehabilitation/MSc Applied Exercise for Health programme had not achieved its recruitment target of 16 and that this might suggest that the programme was not financially viable. Dr Beith pointed out that in addition to the five students registered for the MSc programme, a significant number of students had registered for individual modules on a fee-paying basis. When income from these students is taken into account, the MSc Rehabilitation/MSc Applied Exercise for Health programme had met its target for income generation. Dr Beith was concerned that this was not apparent from the report.

#### **17. Academic Prizes**

Received and noted:

A report on the administration of academic prizes and the revised Gift Acceptance Policy.

Paper Senate/14-15/1/N

#### **18. Validation and review activity**

Received and approved:

The recommendation of the validation panel for the MSc Health and Wellbeing and the recommendation of the validation panel for the PgCert Interpretation and Clinical Application of Genomic Data.

Paper Senate/14-15/1/O

Noted:

That SPARC had approved in principle the proposal to develop an MSci in Biomedical Science when it met on 22<sup>nd</sup> October 2014.

#### **19. Equality and Diversity Committee**

Received and noted:

A report from the Equality and Diversity Manager.

Paper Senate/14-15/1/P

#### **20. Academic Forum**

Received:

A report from the meeting of the Academic Forum that took place on 28<sup>th</sup> October 2014.

Paper Senate/14-15/1/Q

Noted:

Following discussion at the Academic Forum, Nick Lock and Dr Christina Baboonian had convened a group to review approaches to inter-professional learning.

#### **21. Report on Chair's action**

Received and noted:

A report on actions taken by the Chair since the June 2014 meeting of Senate.

Paper Senate/14-15/1/R

#### **22. External Examiner appointments**

Approved:

The following external examiner appointments to SGUL programmes of study for academic year 2014/15:

<b>Nominee</b>	<b>Programme and Section of Course</b>
Dr Andrew Irving (University of Dundee)	BSc Intercalated & Biomedical Science Year 3 – Physiology
Dr Lion Shahab (University College London)	BSc Intercalated & Biomedical Science Year 3 – Psychology
Dr Geoff Smith (Imperial College)	MBBS – P Year

Reported:

UMBEC noted that Dr Shahab would join an examining team that already included an external from UCL (Dr Mark Hamer). UMBEC had concluded that Dr Shahab and Dr Hamer were not sufficiently proximate for this to amount to a conflict of interest,

Paper Senate/14-15/1/S

### **23. Boards of Examiners**

Approved:

The membership of the Board of Examiners for the following programmes:

FdSc Biomedical Science  
 FdSc Healthcare Practice  
 BSc Diagnostic Radiography  
 BSc Physiotherapy  
 MSc Physiotherapy  
 Intercalated BSc

Paper Senate/14-15/1/T

### **24. Dates of meetings in 2014-2015**

Wednesday 25 February 2015  
 Wednesday 10 June 2015  
 Tuesday 14 July 2015 - Joint Meeting with SPARC

All meetings will take place at 2pm in H2.5 and H2.6

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