

**SENATE  
MEETING 277 HELD ON 8<sup>th</sup> MARCH 2017  
UNAPPROVED MINUTES**

Composition		Membership	Count	Meeting 12.10.16	Meeting 07.12.16	Meeting 08.03.17	Meeting 15.03.17	Meeting 17.05.17	Meeting 12.07.17	
<b>(a) Ex-Officio Staff</b>	President (Chair)	Professor Sir Paul Curran	1	Y	Y	Y				
	Deputy President & Provost	Professor David Bolton	2	Y	Y	Y				
	Vice-Presidents	Professor Richard Verrall (Deputy Chair)	3	Y	Y	Y				
		Professor Andrew Jones	4	Y	Y	Y				
		Professor Stanton Newman (p/t)	5	Y	Y	A				
	Director of Student & Academic Services	Ms Susannah Marsden	6	Y	A	A				
	Chairs of the Standing Committees of Senate:	BoS in Arts & Soc Sciences	Professor Theo Farrell	7	Y	Y	A			
		BoS in Business Studies	Professor Marianne Lewis	8	Y	AD	Y			
		BoS in Eng & Math Sci & Inf	Professor Roger Crouch	9	Y	Y	Y			
		BoS in Health Sciences	Professor Stanton Newman	10	Y	Y	A			
		BoS in Law	Professor Carl Stychin	11	Y	Y	Y			
		BoS in Learning Development	Professor Susannah Quinsee	12	Y	Y	A			
		Academic Governance Cttee	Professor Richard Verrall	13	Y	Y	Y			
		Research Ethics Committee	Professor Ron Douglas	14	Y	Y	Y			
		Validation & Inst Partners Cttee	Professor Steve Stanton	15	Y	N/M	N/A			
Dean of City Graduate School	Professor Ken Grattan	16	Y	Y	Y					
<b>(b) Non Ex-Officio Staff</b>	Elected members of academic staff to equal the number of ex-officio staff posts and to include at least two from each of the Board of Studies areas.	Arts & Soc Sciences (to Jul 18)	Professor Giulia Iori	1	Y	Y	A			
		Arts & Soc Sciences (to Jul 18)	Professor Laurence Solkin	2	Y	Y	Y			
		Arts & Soc Sciences (to Jul 19)	Professor Mireia Jofre-Bonet	3	Y	Y	Y			
		Arts & Soc Sciences (to Jul 17)	Dr Rachel Cohen (Senior Elected)	4	Y	Y	S			
		Business (to Jul 18)	Professor Charles Baden-Fuller	5	Y	Y	Y			
		Business (to Jul 19)	Professor Anthony Neuberger	6	A	Y	Y			
		Business (to Jul 17)	Dr Amanda Goodall	7	S	Y	A			
		Health Sciences (to Jul 17)	Ms Julie Attenborough	8	Y	Y	A			
		Health Sciences (to Jul 17)	Dr Chris Flood	9	Y	Y	Y			
		Health Sciences (to Jul 17)	Professor Chris Hull	10	Y	Y	Y			
		Maths, Comp Sci & Eng (to Jul 19)	Dr Arti Agrawal	11	Y	Y	S			
		Maths, Comp Sci & Eng (to Jul 19)	Dr Anton Cox	12	Y	Y	Y			
		Maths, Comp Sci & Eng (to Jul 18)	Professor Abdulnaser Sayma	13	Y	Y	Y			
		Law (to Jul 18)	Professor Susan Blake	14	Y	Y	Y			
		Law (to Jul 18)	Mr Keith Simpson	15	Y	Y	Y			
		Law (to Jul 18)	Mr Sarwan Singh	16	Y	Y	Y			
<b>(b)</b>	One additional elected member from the Visiting Staff (with an alternate)	Mr Peter Woodward (to July 18)		A	A	A				
<b>(c) Student</b>	A maximum of five students nominated by the Trustee Board one of whom should be the President of the Students Union. At least one from each of the following categories – undergraduate, postgraduate and research.	Mr Yusuf Ahmad, President	1	Y	Y	Y				
		Mr Zain Ismail, VP Education	2	Y	Y	Y				
		Mr Sheikh Hassan, VP Activities & Development	3	Y	Y	Y				
		Ms Laura Thompson	4	A	Y	A				
		Mr Andy Ridley	5	Y	A	A				

**Key:** Y =In Attendance A= Apologies S=On Sabbatical leave N/M=Not a Member EA=Extended Absence AD = Apol/Deputy Sent

In Attendance	Role
Ms Karen Shaw	Director, Research and Enterprise
Mr Dean Stokes	Director of Strategic Planning and Performance
Mr Mike Hughes	Education Research & Enterprise Service Manager
Mr Robert Clark	IT Business Relationship Manager
Dr William Jordan	College Secretary
Ms Gemma Watt	Governance Administrator

## MINUTES SECTION A – OPEN FOR PUBLICATION

### Part One – Preliminary Items

The Chair noted apologies from members.

#### 1. **Research and Enterprise Strategy 2016 to 2012**

Senate received a presentation from the Vice President (R&E) on the proposed Research & Enterprise Strategy. Following the presentation members of Senate were invited to discuss the Strategy.

Previous iterations of the Strategy had been discussed at working groups across City and also at the Research & Enterprise Committee, Graduate School Committee and Boards of Studies. Most recently the Strategy had been circulated to Senators and to the Council Committee SIPCo on 19<sup>th</sup> January. Comments received had been noted and incorporated in the version presented to Senate.

The Chair explained that in accordance with the Ordinances, Council was responsible for the approval of the Strategy and therefore Senate was being asked to recommend the Strategy to Council. An implementation plan would be scheduled for discussion at a future meeting of Senate.

The VP(R&E) emphasised that the Strategy built on City's successful application to join the University of London on 1<sup>st</sup> September 2016. The vision for City was to continue to strengthen research quality and work towards the vision of being a leading global university, undertake world leading and internationally-excellent research, but which also has distinctive strengths in relation to business and the professions. The KPI underpinning the Strategy was to have at least 60% of total academic staff producing 4\*/3\* research.

The Strategy was in-line with the three priorities as referenced in the Vision and Strategy 2026: quality (better), growth (bigger) and building partnerships, locally, nationally and internationally. Key areas of focus included increasing the proportion of world leading research, setting realistic research grant targets and identifying other sources of research funding, developing inter-disciplinary research, broadening academic disciplines and securing doctoral training partnerships. The VP(R&E) reported that a substantial change in this version of the strategy reflected how impact related to enterprise. New ideas formulated during a recent Away Day had been included in this version of the paper.

In discussion the following points were made:

- The Strategy included references to completion rates, global outlook, internationalisation strategy and the role of PhD students in the research environment, but was somewhat light on PhD students and their role in developing a vibrant research culture.
- The VP(R&E) reported that there would be specifics on student numbers in the implementation plan and a steer on the size of community that City would aim for. However, focus would primarily be around students completing rather than recruiting more students at this stage.
- Student success and employability were important measures for City and this could be expanded on in the report. It was suggested that a performance indicator could be introduced to measure employability and this could be taken forward through the implementation plan. Many students secured future roles before completing their PhDs and it would be helpful to capture these data and promote the success of City graduates. For example, out of 104 PhD graduates in Cass Business School, 59 had entered academic roles (and had good records on 3\*/4\* research outputs). It was agreed that the Strategy would be updated in the light of the

comments on student employability. The VP(R&E) would reflect outside of the meeting on data available to measure employability. **[Action]**

- On commercialisation, activity was currently modest, with around 10 spin-out companies operating within the current structure. An expansion in this area would require a new governance framework, but the benefits, both financial and societal, could be substantial.
- The Strategy was very aspirational and in some cases left staff asking what it meant for them. The plan should not only be implemented but should also 'come alive' for staff. Senators looked forward to receiving the implementation plan and reflecting on the plan as it developed year on year.
- There would be a resource implication associated with the implementation of the Strategy relating to both academic and professional service staff. It would be helpful for the implementation plan to acknowledge this.
- The wording on page 16 in relation to new Masters Programmes including in the proposal the development of at least one associated CPD, would benefit from some softening. CPD should be encouraged but the wording currently presented a challenge. It was agreed that the wording would be amended. **[Action]**
- It would be important to see equality and diversity embedded in the implementation plan. It was noted that Schools would have Athena SWAN plans in place and work was ongoing in relation to the Race Equality Charter.
- It would be helpful for the challenges faced by City to be acknowledged and communicated. For example, there had been limited success in participation in Doctoral Training Programmes (DTPs). It was also noted that the aspiration for employing more academic staff with 4\* output may bring recruitment challenges.
- It would be helpful to engage Senators and the wider academic community earlier in the formation of future strategies and it would be important for the Strategy to be communicated effectively to staff once approved.

### **Decision**

Senate agreed to recommend the Research & Enterprise Strategy to Council subject to the Strategy incorporating the action points agreed. **[Action]**

The President, as Chair of Senate, would report Senate's view to Council on 10<sup>th</sup> March 2017 and Senators would receive an update on the matter at the 15<sup>th</sup> March 2017 meeting of Senate.

## **2. Date of Next Meeting**

15<sup>th</sup> March 2017 from 2.15pm to 5.00pm

Professor Sir Paul Curran

President and Chair of Senate

March 2017

Note: **[Action]** = to be recorded in matters arising.