

Secretary's Board Bulletin

The School and Professional Service representatives of the Board are:

Ms Ann Marie Dalton,
Secretary of the University (Chair)

Mr Mark Adderley,
Director of Human Resources

Ms Caroline Brown,
Director of Administration (IPE)

Ms Philippa Burrell,
Director of Administration (SBE)

Ms Sue Collier,
Director of Governance and Legal Services

Mr Malcolm Deans,
Director of Campus Services

Ms Maggie Dunn,
Director of Administration (SLS)

Ms Morag Heggie,
Director of Administration (EBS)

Mr Andrew Menzies,
Director of Finance

Mrs Kathy Patterson,
Academic Registrar and Deputy Secretary

Mr Derek Penman,
Director of Administration (EPS)

Mr Campbell Powrie,
Director of Administration (SML)

Mr Mike Roch,
Director of Information Services

Ms Sheelagh Wallace,
Director of Administration and Registrar
(Dubai)

Ms Vivienne White,
Director of Administration (MACS)

Ms Janice Yew,
Chief Operating Officer and Registrar
(Malaysia)

Welcome to the June edition of the Secretary's Board Bulletin, the regular communication from the Secretary's Board.

The Secretary's Board is the forum for those who lead the Professional Services across the University to meet and work together to ensure we are delivering coherent and co-operative services across the University to support teaching, research and the student experience.

The purpose of this Bulletin is to share with you examples of the varied and important work being undertaken by Professional Services colleagues across the University.

The topics reported are chosen to celebrate successes; highlight the more unusual and non-routine work of the Professional Services and, where appropriate, give insight into challenging or difficult work.

From now on we will also include brief information from the recent meetings of the University Executive, Senate and Court. We hope you find this interesting and useful.

More detailed information can be found in the minutes of the Secretary's Board, which can be found at:
<http://www.hw.ac.uk/committees/secretarys-board/minutes.htm>

Feedback is always welcome. Please contact ProfessionalServices@hw.ac.uk with any comments or suggestions.

We hope you enjoy reading this months' Secretary's Board Bulletin.

Ann Marie and the members of the Secretary's Board

1. REPORT FROM THE DIRECTORS OF ADMINISTRATION IN THE SCHOOLS

Professional Services colleagues based in Schools are supporting the assessment process and the associated award and progression boards as the academic year begins to draw to a close.

Recruitment and Admission activity also continues in all Schools, with a gradual shift in emphasis on conversion activity to support the delivery of recruitment targets. Specific areas of Recruitment and Admission activity this month included:

- Involvement in the development of content for the new Customer Relationship Management system
- Recruitment to the School of Management and Language's Pre-sessional English programmes (these run over the summer and expect to recruit a peak cohort of around 450 students)
- Finalisation of approval for the International Foundation Pathway. This will be offered by the School of the Built Environment and is planned to run from September 2014

The School of Management and Languages hosted an Alignment Conference on 27 and 28 May for its current (and some prospective) Approved Learning Partners. The conference included presentations from Senior University officers and SML colleagues, and focused on changes to curricula and delivery mechanisms resulting from the School's academic alignment project.

Institute of Petroleum Engineering representatives attended the All-Energy event in Aberdeen on 21 and 22 May. Professor Patrick Corbett is currently delivering his American Association of Petroleum Geologists (AAPG) distinguished lecture tour to audiences across Europe.

2. CAMPUS SERVICES

Estates Capital Projects

Three projects within the School of Engineering and Physical Sciences have recently received approval to progress. The projects will involve:

- An extension and refurbishment of clean room facilities in the David Brewster Building
- The refurbishment of laboratories in the David Brewster Building
- Alterations to the laboratories in the James Nasmyth Building

These projects will provide modern and centrally timetabled clean room facilities and modern, flexible teaching environments. Work is due to commence in early June.

National Performance Centre for Sport

The NPCS project has now received full Court approval. The procurement phase of the project is underway and five contractors have been shortlisted to go forward to the next stage of tendering. The full planning application for the project was submitted at the end of May. Construction on the project is scheduled to start in February 2015.

3. EXTERNAL AFFAIRS

Corporate Communications

Events

A visit by **Russian Rostov State Transport University (RSTU)** took place on 2 May. The delegation met the Principal and other key senior colleagues and visited the High Speed Rail Centre in the School of the Built Environment and the Quantum Photonics Laboratory in the School of Engineering and Physical Sciences.

The lecture by James McCallum on **'How do we keep inspiring a generation?'** was held on the 6 May at the National Galleries for Scotland, in association with Edinburgh Napier University and as part of the Edinburgh Lectures 2014. James McCallum is a leading Scottish racing cyclist and is about to take part in his fourth Commonwealth Games.

Internal Communications

The results of the Internal Communications Survey have been presented to all colleagues, the University Executive and the Secretary's Board. The results have informed a number of recommendations for our Internal Communications (IC) strategy and our work with the Internal Communications Champions.

The IC Champions met to discuss how to improve internal communications at a local level, share best practice and feedback on what matters most to their colleagues.

At the last meeting it was noted that there is a need to improve the membership of this group. Participation from all Schools and Directorates is vital to ensure that all views are captured, so we encourage representatives from all Schools and Directorates to attend and take part in the forum.

View the list of local champions at:
<http://intranet.hw.ac.uk/ps/externalaffairs/Document%20Library/Forms/AllItems.aspx>

Marketing

Advertising

The PG funded places campaign is now live. We are currently working for a second year on PGT recruitment to the additional 70 funded places we have been awarded by the Scottish Funding Council. Further information about this can be found at <http://www.hw.ac.uk/news-events/news/postgraduate-places-fast-growing-sectors-16283.htm>

Last year we recruited to target for the funded places. We are running an advertising campaign again this year focusing primarily on digital media and Search Engine Optimisation. The advertising costs are being covered by contributions of £500 per core programme. This approach was agreed at the working group overseeing the campaign, including relevant School representatives. This follows UE approval for a shared costs model on a pro rata basis last year (based on numbers recruited).

Development and Alumni

A VIP reception was held for music and annual fund donors in conjunction with Steve King's end of year concert on 13 May.

Watt Club elections for Court and Council member will be completed by the end of June.

£100,000 has been allocated by Development and Alumni towards Access Bursaries, thanks to the success of the recent telethon and a direct mail campaign to North American alumni.

Media Services

Work has begun on the first Malaysia Prospectus. This is the first publication to implement the newly-designed international template, created to realise efficiencies in design and production.

A range of materials were produced to support the Commonwealth Games Queen's Baton Relay and Family Fun Sports Day, which took place on Saturday 14 June at the Edinburgh Campus.

Director of Music

The end-of-year concert was performed in front of a near full house. 160 performers were on stage for 'An Evening in Paris'. The Excelsior per Cantum concert was sold out in Rosslyn Chapel, and the Music Scholars concert was held.

The Watt Quartet sang solo parts of Mozart Requiem for the Pentland Singers 50th anniversary concert in St. Mary's Cathedral.

Steve Foreman, American Hollywood musician (performed on John Lennon albums) gave the last lunchtime music talk of the year.

Recruitment and Admissions

International recruitment work has included a focus on the launch of the new International Foundation Pathway. The pathway will contain two strands offering progression into Business and Science and Engineering degree programmes. The launch will include communications to agents and partners and follow-up to prospective students who have expressed an interest in the pathway.

4. FINANCE

We have previously reported on the improved performance in our collection of tuition and accommodation fees from students. This year's annual write off was less than half that of last year and was a welcome reversal of an historic trend of increasing levels of write-off.

The Finance Directorate has commissioned a diagnostic review of use of the Oracle Financial System, with a view to improving our use of the system and with a focus on identifying and documenting potential improvements to the end-user experience. This review, which will take place during June 2014, will help us prioritise future improvements to our use of the Finance System.

Previous reports have highlighted the lack of routine, regular and effective reconciliation of certain balance sheet accounts, and have highlighted the importance of this work in relation to maintaining effective systems of internal control. At the end of April, we saw a significant improvement in the completeness and timeliness of such reconciliation.

5. GOVERNANCE AND LEGAL SERVICES

Health and Safety

Health and Safety Services hosted a meeting of the Scottish Universities Safety Advisors Group this month. The group meets twice a year to share best practice and experiences across the sector. Topics at this meeting included the approach taken by Health and Safety Executive Inspectors during site visits and an overview of the recent fire incident at Edinburgh Napier University.

Procurement

The first meeting of a pan-sector User Intelligence Group formed by the Scottish Government to look at ICT hosting took place on 13 May; the Group includes Tony Newjem, Chief Procurement Officer.

Project Support Office (PSO)

The PSO hosted the Scottish Programme and Project Management Group summer event on Benefits Management on Friday 9 May. Over 100 senior executives and practitioners in Portfolio, Programme and Project Management came to share experiences and best practices in Benefits Management and Realisation.

The second stage of Gateway Reviewer training was agreed and dates arranged for PSO staff with the Scottish Government 'Centre of Excellence for Project Management'.

6. HUMAN RESOURCE DEVELOPMENT

iHR

Phase 1 of iHR is underway, which will put in place a basic HR system for HR staff and a limited number of nominated local administrators for the end of the financial year (Core HR). Many colleagues will be involved in training and testing in the coming weeks. The University Executive has approved the second stage of funding for the project to ensure that iHR self-service functionality is delivered to staff and managers, alongside iRecruitment, in 2014/15.

National Pay Review

The 2% pay offer is now agreed and will be paid in August.

The Spirit of Heriot-Watt Awards

This year's event was hosted by the Principal and was a great success. Many thanks to all those who participated, and particular congratulations to those shortlisted and winning categories. Details of the awards can be found here: <http://www.hw.ac.uk/news-events/news/the-spirit-heriot-watt-awards-2014-winners-17195.htm>

Times Higher Nomination

HRD was shortlisted for the Times Higher 'Outstanding HR Team' award. The Heriot-Watt nomination was made largely on the HRD support for the international strategy of the University, with work in Malaysia's start-up and development, Dubai, China and ALPs.

7. INFORMATION SERVICES (IS)

All Information Services staff based at Edinburgh and Scottish Borders Campuses have now participated in the Pursuing Service Excellence programme.

IS staff are heavily involved in many key University projects, including the introduction of the new iHR system, fitting out the Confucius Institute and the Oil and Gas Innovation Centre, preparing for the opening of the new Malaysia Campus and supporting planning for the Centre for Earth and Marine Technology and the National Performance Centre for Sport.

The Edinburgh Campus library has experienced almost 47,000 visits per month, with up to 3,000 per day at peak periods.

8. REGISTRY SERVICES

Academic Registry

During the Spring diet examinations from 28 April – 23 May, approximately 1,000 exams involving 13,000 students took place for UG and PGT students at all campuses and for students at ALPs and by IDL.

Additional information on students studying away on exchanges or work placements has been recorded on SAS for the first time this year and can now be entered in advance for students who will be away next year. A new report has also been created to support this area of activity, showing location and type of mobility.

Quality Assurance

The University has received the final report from the Quality Assurance Agency (QAA) on the Dubai Campus, which was part of the QAA's Transnational Education Review of UAE. The outcomes of the review are as follows.

The following positive features were identified:

- The integrity and focus of the University's strategy for a global institution
- The imaginative and concerted way in which the University manages student representation
- The extent to which the University had succeeded in incorporating Dubai students into an institution-wide student body

The University is recommended to take the following actions:

- In light of its strategic statements and intentions, keep the level of provision of learning resources of all kinds at its Dubai Campus under review
- Consider how the teaching expertise of part-time staff on fixed-term contracts can be encouraged and supported
- Keep arrangements for feedback and return of marked work to students under review, and ensure greater consistency between schools in these matters
- In light of national expectations, keep under review those matters where it has decided not to follow in the Quality Code, in particular in relation to the use of views external to the University in programme approval, and sharing reports of external examiners with students

Malaysia Campus

Following further discussions with Schools, a revised programme portfolio was circulated to colleagues on 20 May 2014. This includes a number of agreed changes which are summarised as follows:

- MSc Actuarial Science is re-scheduled from 2014/15 to 2015/16
- MA International Business Management is re-scheduled from 2014/15 to 2015/16
- MA Accountancy and Finance, is re-scheduled from 2015/16 to 2016/17

Student Support and Accommodation

On behalf of the whole Directorate, work is underway to replace the current student webpages for September 2014. This work is being co-ordinated by the Registry Services Directorate in liaison with Corporate Communications and Information Services.

The Counselling Service has launched two new services: 'exam stress' drop-ins and 'PhD pressures' a new programme aimed at supporting PhD students.

Student Systems Unit (SSU)

- The first round of testing the full functionality of the new Programme and Monitoring Approvals System (PAMS) has been completed
- A Malaysia Student Systems Working Group has been formed. Presentations by Heriot-Watt to the Ellucian European Users Group Annual Conference were well received and may result in further collaborations

Student Union

The Learning and Teaching Oscars were a huge success. The deserving winners were:

- Jenny Coady
- Donna Dalgetty
- Fiona Jardine
- Andrew MacLaren
- Stuart Telford
- Dave Townsend
- The Student Representation Team of the Year went to Computer Science

The Sabbatical Officer teams change from 1 June. Training for the new officers is underway and will involve a three day induction session. This year we will be joined by the Student President from Dubai.

The Student Union received £25,000 from the Alumni Fund. The Union will be delivering a number of additional projects with this funding such as increased Nightline support for students' 'Out of office' hours, a food bank pilot scheme, extended society development and events to celebrate our diversity.

Over the summer period commercial services in the Union building will be open only on specific dates. To check times staff should visit the Union website: <http://www.hwunion.com/>

9. RESEARCH AND ENTERPRISE SERVICES (RES)

By the end of April 2014, 19 new Awards have been made amounting to a total of £24.6m new funding (year-to-date). RES supported a further 115 proposals in April, with a value of £29.2m.

The year-to-date figures for proposals are now 485 applications (£96.7m).

111 applications have been received for Converge Challenge. This is an 85% growth on last year and the University submitted the second highest number of applications (19).

Two new Business Development Executives started in late March/early April, funded via an ERDF project 'De-risking the renewable energy supply chain'. This has already led to an Innovation Voucher being submitted (Hydrostatic Energy and Technologies – Daniil Yurchenko) and a number of company projects being secured for the Energy Bursary scheme.

10. REPORTS FROM COURT, SENATE AND THE UNIVERSITY EXECUTIVE

Court

The following items were considered at the Court's May meeting.

Special Resolution: Chair of Court:

The Court approved by way of Special Resolution a change to Statute XII: The Court. Once approved by the Privy Council, this will enable the membership period of the current Chair of Court, Lord Penrose, to be extended for a temporary period while work continues to recruit his successor.

Reappointment of Vice-Principal (Dubai):

The Court approved the extension of the appointment of Professor Ammar Kaka, Vice-Principal (Dubai) from 1 August 2015 to 31 July 2020.

Creation of a new School:

The Court approved the proposal presented by the Senate for the establishment of a new School with the working title of 'The School of Earth Science, Energy and the Built Environment', which will encompass all the activities undertaken by IPE and SBE, with the exception of the work undertaken at the International Centre for Island Technology (ICIT) on the Orkney Campus. The Court approved the proposal to transfer ICIT's activities to the School of Life Sciences has also been approved by Court.

Policy approval arrangements:

The Court approved proposals aimed at clarifying the types of University corporate policy which should be approved at the level of the Court (via a Court Committee). These shall include fundamental policies which:

- Correlate to the responsibilities of the Court set out in its Statement of Primary Responsibilities, and supporting Ordinances
- Support University compliance with external legislation, regulations, codes (e.g. Equality and Diversity Policy, Data Protection Policy, Health and Safety Policy, Bribery Prevention Policy)
- Support delivery of the University's mission and strategic objectives through management of performance (e.g. (HR) Performance Management Policy, Risk Management Policy, Treasury Policy, REF Policy/Code of Practice)
- Support the University in its duty to safeguard its assets and to demonstrate accountability in its stewardship and proper use of public funds (e.g. University Financial Regulations, Fraud Prevention and Response Plan, Travel Expenses Policy, Sustainable Procurement Policy, Information Security Policy Framework, Intellectual Property Policy)
- Support the University in its duty to serve the public interest, to behave ethically, and to meet broadly the needs and expectations of its stakeholders (e.g. Complaints Policy, Public Interest Disclosure (Whistleblowing) Policy, University values' statement, Code of Research Conduct)

The minutes of the May Court meeting will be posted on the web following their approval at the June Court meeting. They can be read at: <http://www1.hw.ac.uk/committees/court/minutes.htm>

Senate

The following items were considered by the Senate at its meeting on 14 May 2014:

Report from the Management Groups of the Institute of Petroleum Engineering and the School of the Built Environment: Proposal to Create a New School

The Senate considered a proposal for the establishment of a new School with the working title 'Earth Science, Energy and the Built Environment' and the disestablishment of the Institute of Petroleum Engineering and the School of the Built Environment. Following a full discussion the Senate confirmed its support for the proposal. The Senate reported to the Court the main points raised and it was noted that following approval by the Court, the management groups of the Institute and the School would develop implementation plans.

External Members of Senate Committees

The Senate approved a recommendation to appoint an external member to the following committees: Undergraduate Studies Committee, Postgraduate Studies Committee and Quality and Standards Committee. This is in line with the UK Quality Code and will enhance externality in the University's approval and quality assurance processes.

Presentation on the School of Textiles and Design

As part of a series of presentations to the Senate on Schools and their strategies, the Head of the School of Textiles and Design gave a presentation to the Senate on the School.

Progression, Completion and Retention Rates: PhD and Undergraduate Students

The Senate was presented with data on student progression, completion and retention rates for PhD and undergraduate students. It was noted that a full discussion on the rates would take place at the meeting of the Senate in October 2014.

University Executive

The University Executive met on 3 June. Update reports were received concerning Learning and Teaching, Professional Services, Research and Knowledge Exchange, Internationalisation and Schools.

A presentation was given by the Director of Finance regarding the five year financial plan, and internal audit reports focused on the Dubai Campus and TRAC were received.

The iHR Project was discussed and Phase 2 was formally approved.

For further information, minutes from the University Executive are posted here after they are formally approved: <http://www1.hw.ac.uk/committees/ue/minutes.htm>

Updates from the Professional Services Directorates
May – June 2014

I hope you enjoyed reading this edition of the Secretary's Board Bulletin. Should you have any questions or comments please get in touch: ProfessionalServices@hw.ac.uk