

# Secretary's Board Bulletin

The School and Professional Service representatives of the Board are:

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Secretary of the University (Chair)

**Mr Mark Adderley,**  
Director of Human Resources

**Ms Caroline Brown,**  
Director of Administration (IPE)

**Ms Philippa Burrell,**  
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**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 July 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.

**We now also include brief information from the recent meetings of the Court, Senate and University Executive. 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](mailto:ProfessionalServices@hw.ac.uk) with any comments or suggestions.

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

**Ann Marie and the members of the Secretary's Board**

### 1. REPORT FROM THE DIRECTORS OF ADMINISTRATION IN THE SCHOOLS

The undergraduate student year has ended with a successful examination schedule and graduation ceremonies took place in the Edinburgh and Scottish Borders campuses in late June. Preparation for the resit examination diet in August in Edinburgh and Dubai campuses is well underway.

PGT applications are up in many Schools for the next academic year and Admissions colleagues are processing these as quickly as possible.

Approximately thirty additional postgraduate students will be arriving at Heriot-Watt in September 2014 as part of a number of successful awards by the Engineering and Physical Sciences Research Council funding Centres of Doctoral Training (CDT) in Applied Photonics, Robotics & Autonomous Systems and in Embedded Intelligence. These four year studentships are in collaboration with a number of universities including Edinburgh, Loughborough, St Andrews, Glasgow, Strathclyde, and Dundee and are also closely linked with industrial partners.

The School of Engineering and Physical Sciences has opened a new research associate and postgraduate office suite next to the William Perkin Building at the Edinburgh Campus. The new space will encourage research collaborations between laboratories and disciplines.

### 2. CAMPUS SERVICES

The Queen's Baton Relay set off on its forty day journey around Scotland from Heriot-Watt on Saturday 14 June. The Baton was handed to Professor Chapman by Michael Cavanagh, Chairman of Commonwealth Games Scotland, in the presence of Shona Robison and Donald Wilson and then handed on to the first Baton Bearer, local school pupil Cameron Finlayson. During the relay the Baton was also carried by colleague Chris Sellar, South West of Edinburgh Community Sports Hub Co-ordinator, athlete Andrew Frost (Hammer Throw), Team Scotland and a number of local pupils.

The event was a family fun day featuring many of the Commonwealth Sports, bouncy castles, face painting and dance displays. The School of Life Sciences and the School of the Built Environment also gave children the opportunity to see science "up close and personal".

The event had a great atmosphere with over one thousand people in attendance. It was a great opportunity to welcome the Baton at Heriot-Watt's Edinburgh Campus, which is now set to become home to Scotland's National Performance Centre for Sport.

### 3. EXTERNAL AFFAIRS

#### Corporate Communications

##### Events

The launch of the Scottish Confucius Institute for Business and Communication took place on Tuesday 10 June at the Edinburgh Campus in front of a number of distinguished guests: Mr Michael Russell MSP, Cabinet Secretary for Education and Lifelong Learning; Mr Shen Yang, Minister Counsellor for Education; Mr Feng Zhi, Chinese Second Secretary; Mr Pan Xinchun, Consul General; Mr Zhang Huazhong, Deputy Consul General; Mr Zhu Ge, Consular Attaché and Professor Li Weian, President of Tianjin University of Finance and Economics.

A visit to the University by Federico Moran, Secretary General for Universities from the Spanish Ministry of Education, Culture and Sports, took place on Monday 9 June. The visit included a roundtable discussion including presentations with the Principal and Professor Alan Miller.

##### Marketing

##### Clearing Advertising campaign

Although we are currently 94% against our UG RUK recruitment target, SLS, SML and Textiles in particular need some extra support to meet their target numbers. A clearing advertising campaign targeted at RUK is being proposed. This will include Google Adwords using keywords related to subject areas, as well as a dedicated Clearing Page and Clearing Course Facebook App. The University wants to encourage some engagement before clearing as a pre-convert tactic, as recent figures suggest there has been a significant increase in traffic in the run up to Results Day. We have requested a contribution of £5k from each School to support the campaign.

## Development and Alumni

Development and Alumni have begun to work with Finance on a revised methodology for accurately counting and then disbursing funding that has been raised in past years. The team is also working with Recruitment and Admissions to map out a path towards the establishment of a joined up approach to the administration of scholarships and bursaries.

## Media Services

Media Services are working very closely with academics on the design and production of whiteboard-style audio/video animations for the presentation of online teaching materials.

There has been a notable and growing demand from academics to create photo realistic 3D visuals and animations to illustrate and promote concept products. This service will be extended to include the design and production of 3D printed prototypes.

The Malaysian Foundation Programme, produced earlier this year, achieved success in winning a design award in the annual APME national design and print competition. The judging panel, comprising senior sales and marketing staff from companies servicing Higher Education, highlighted "...the dynamic approach in both the design solution and the use of colour resulting in a vibrant and compelling document." This is the 18th national design and print award won by Media Services in recent years.

## Director of Music

A Heriot-Watt music group performed as part of the opening ceremony for the Scottish Confucius Institute for Business and Communication. The Chinese

delegation brought over seven students to perform at this event. The students then went on to perform at Broughton Academy Specialist Music Department, who are in the process of developing Chinese music into their curriculum.

## Recruitment and Admissions

International recruitment activities have included a visit to London to meet with representatives from the UAE, Qatar and Ecuador to discuss sponsorship schemes, as well as promoting the new International Foundation Programme. The visit also included a meeting with Universities UK staff to review opportunities in South America, a conference on Libyan links with UK Universities and a marketing meeting with colleagues at West London College.

The China and East Asia Office have continued a busy programme of events in promoting Heriot-Watt throughout China. Applications for September entry from China to Scottish campuses have increased by 18% at UG level and by 16% at PGT level.

Domestic recruitment activity in June has focused on the following activities:

- S6 school pupil Higher Education visits - this year we welcomed approximately 1400 pupils at the Edinburgh Campus from twenty-one local schools
- Highland Tour – tour of twenty-eight schools across the Scottish Highlands in collaboration with five other Scottish universities
- High Flyers – LEAPS residential programme for pupils from the lowest progression to Higher Education schools in Edinburgh, supported by all four Edinburgh Universities

- Twenty-seven Rest of UK UCAS and Careers Fairs attended in June and early July

The Admissions Office have now processed over 13,200 UCAS applications received to date and preparations are being made for confirmation and clearing. Work has continued in processing the additional 70 postgraduate SFC funded places, supporting the launch of Dubai PhD on-line applications and developing Admissions processes for the Malaysia Campus.

## 4. FINANCE

At its meeting on 23 June 2014, the Court approved the five year financial plan for the period 2014/15 - 2019/20. The plan aligns with the University's strategic plan, notably signalling our ability to grow total income to £235m pa, to achieve surpluses that are greater than 7% of income and to grow research grant income to £40m pa, all by 2017–2018. The plan includes capacity for a strong investment programme including, in the final two years of the plan, a significant indicative sum of £55m for the sort of investment that might be required following completion of the current options appraisal arising from the recent space utilisation survey. The scale of ambition of the plan is consistent with the University's strategy, but inevitably involves uncertainty, which is addressed through inclusion of significant contingency and discretionary elements in the plan.

The diagnostic review of our use of the Oracle Financial System was conducted in June, with a focus on identifying and documenting potential improvements to the end-user experience. The review, which is likely to report in August, will help us prioritise future improvements to our use of the Oracle Financial System.

The project to extend the full suite of Oracle to Malaysia continues to progress well and we are on target to meet the Go-Live date of 1 August 2014.

### 5. GOVERNANCE AND LEGAL SERVICES

#### Health and Safety

Health and Safety Services were recognised as the winners of the 'Shaping the Future' category at the Spirit of Heriot-Watt awards for the impact the team has made across all campuses of the University. The team has worked tirelessly and often behind the scenes in areas which have a real and everyday impact on all within the University. Robert Lundrigan, Fire Safety Manager was also a finalist in the 'Valuing and Respecting Everyone' category.

Unfortunately, the Procurement team nomination for the Spirit of Heriot-Watt Awards didn't make it through to the final, but well done for being nominated

#### Risk and Audit Management

The internal audit plan was approved by the Audit and Risk Committee at the meeting on 5 June. Directors of Services and identified participants will shortly be contacted to undertake a scoping meeting to enable us to define the objectives of for each internal audit review.

### 6. HUMAN RESOURCE DEVELOPMENT

#### iHR

The iHR project currently consists of two phases:

Phase 1 – delivering a new core HR system with interfaces to other Heriot-Watt business systems  
Phase 2 –the University Executive has approved iHR phase 2 funding from 1 August. This will enable the rollout of self-service to all colleagues across all our campuses followed by the implementation of online recruitment.

iHR should go live in early August for core users (HR and Payroll colleagues and a number of local administrators) followed by rollout of self-service across all our campuses from September 2014. A comprehensive support programme has begun with around forty colleagues trained so far, including HR, Payroll and local administrators. A self-service support programme will be available starting mid-August. This includes online guides (called Train IT), briefing sessions for all colleagues and training for Managers. This programme is being developed in conjunction with Schools and Services to be delivered at dates that suit you. The iHR SharePoint site will continue to be updated including answers to frequent questions you've been asking: [https://intranet.hw.ac.uk/ps/hrd/i\\_HR/Pages/Questions-you're-asking.aspx](https://intranet.hw.ac.uk/ps/hrd/i_HR/Pages/Questions-you're-asking.aspx)

#### Scottish Crucible

The final stage of Scottish Crucible 2014 was hosted at the University of Glasgow on 12 and 13 June. It focussed on innovation and knowledge exchange, and included visits to the Digital Design Centre and Hunterian Museum. Participants will next submit research project proposals to Scottish Crucible, with awards being announced at the Royal Society of Edinburgh on

1 September 2014. A delegation of twenty Crucible Alumni also attended the ESOF 2014 conference in Copenhagen in June, and were welcomed on a visit to the Royal Danish Academy of Science and Letters by Academy President, Professor Kirsten Hastrup.

#### Research Futures

The 9th Annual Postgraduate Researcher Conference took place at the Postgraduate Centre on 4 June. This year's topic was 'Merging Research with Reality: Application and Collaboration' and included presentations from doctoral students from across the University and a keynote presentation from Professor Marc Desmulliez. The event was opened by the Principal and over one hundred PhD and EngD students attended - [www.hw.ac.uk/research/ald/exchange/annual-postgraduate-research-conference.htm](http://www.hw.ac.uk/research/ald/exchange/annual-postgraduate-research-conference.htm)

The Enterprising Researcher Summer School is currently underway, with weekly workshops on innovation and entrepreneurship running throughout June and July.

#### Heriot-Watt Engage

Heriot-Watt's 'Engaging Researcher Day' took place on 18 June 2014 at the Postgraduate Centre. It included keynote presentations from Professor Stuart Monroe, Scientific Director of Our Dynamic Earth and Tom Pringle, aka 'Dr Bunhead', a TV Science presenter, as well as training sessions and networking around public engagement. The event culminated with the award ceremony for the Principal's Public Engagement Prizes celebrating Heriot-Watt researchers' public engagement success. This will be further promoted via the inclusion of two Heriot-Watt research groups at the Royal Society Summer Exhibition, London. More information at: <http://sse.royalsociety.org/2014/>

## Learning and Teaching Development

The QAA Scotland Annual Conference took place at Heriot-Watt University on 12 June 2014 and was attended by over two hundred and fifty delegates from across the UK. ALD led a session with academic colleagues on current enhancement projects at Heriot-Watt which focus on, for example, technology-enabled communication and industry-relevant learning: [www.hw.ac.uk/news-events/news/staff/learning-teaching-innovations-presented-at-qa-17355.htm](http://www.hw.ac.uk/news-events/news/staff/learning-teaching-innovations-presented-at-qa-17355.htm)

## 7. INFORMATION SERVICES (IS)

Colleagues throughout IS are supporting the fit-out of the new Oil and Gas Information Centre offices in Aberdeen.

IS have been working on enhancements to the Library and ICT infrastructure at the Orkney Campus.

Colleagues throughout IS are working on the fit-out of the new campus and supporting Malaysia Campus colleagues as they prepare to relocate.

Congratulations to the Audio Visual Services team for receiving this year's Spirit of Heriot-Watt awards in the 'Outward Looking' category in recognition of her efforts to attract graduate recruiters on campus. This included organising a Careers Fair or Insight Day for every School as well as hosting employer presentations.

## 8. HERIOT-WATT UNIVERSITY MALAYSIA CAMPUS (HWUM)

The campus building is on track. Relocation planning is underway and staff will be moving to the new campus over the month of August.

The first edition of a newsletter with information on the new campus and campus layout plans have been released to all students.

Information days are being held and recruitment to the July Foundation Pathways and UG/PG intakes is underway.

Academic staff for the UG intake have been recruited and will join HWUM before the commencement of programmes.

Jonathan Andrews, student president of the Scottish Borders Campus, visited HWUM and spent a week with the students discussing clubs, societies and student representation.

## 9. REGISTRY SERVICES

### Careers Service

Kristi Hayes, Employer Liaison Coordinator, won a Spirit of Heriot-Watt award in the 'Outward Looking' category in recognition of her efforts to attract graduate recruiters on campus. This included organising a Careers Fair or Insight Day for every School as well as hosting employer presentations.

The DLHE destination survey, focused on postgraduates, is currently underway. Good progress is being made with the UK domiciled students but it is a constant challenge to obtain a good return for EU and international students.

### Student Support and Accommodation

The Student Induction and Transition office is working closely with Schools to develop and implement revised student induction processes for each discipline in September 2014.

The Student Induction and Transition office is recruiting for the new summer school which will take place from 3 to 5 September. The summer school is targeted at new entrants and designed to dovetail with the new student induction processes.

The International Student Advisors' Office (responsible for visa support for students in the UK) recently visited the UKVI Hub at Sheffield and gained valuable insights into the processes used in decision making on Tier 4 applications as well as a better understanding of the experience students are likely to have when required to be interviewed.

### Academic Registry

Results for graduating students and continuing students have been released online. Similarly, final assessment results and European Diploma Supplements have been issued to graduating students.

### Quality Assurance

The Quality Assurance Agency for Higher Education (QAA) will undertake a TNE review of the West Indies in 2014/15. Documentation is currently being prepared for the University's submission. There will be a review visit to Heriot-Watt's partners in the West Indies in November 2014.

### Student Survey Management Group

As part of the Learning and Teaching Strategy and preparations for Enhancement-Led Institutional Review (ELIR3), the Student Survey Management Group had been engaged in developing an institution-wide approach to managing student surveys. A student survey framework and process has been developed, which outlines procedures for tracking high-level issues emerging from the key student surveys, along with action plans for progression, tracking and closing the feedback loop.

### West London College (WLC): Quality Assurance and Compliance

A policy mapping exercise is continuing. The aim is to identify existing Heriot-Watt policies that may be adopted by WLC across the college, or specifically for Heriot-Watt programmes and areas where an additional WLC policy may be required but the Heriot-Watt policy is not appropriate.

### Student Union

The Student Union has signed a Financial Memorandum of Agreement with the University to set out the block grant formula. The block grant is now linked to student numbers and will enable the Student Union to grow in line with the University.

The new officer term began on 1 June. The new sabbatical officers have new email addresses:

- Jessie Nelmes - President  
[union.president@hw.ac.uk](mailto:union.president@hw.ac.uk)
- Miranda Matoshi - Vice President  
[union.vicepresident@hw.ac.uk](mailto:union.vicepresident@hw.ac.uk)
- Peter Gilchrist - SBC President  
[union.sbcpresident@hw.ac.uk](mailto:union.sbcpresident@hw.ac.uk)

The Student Union has created a new team of ambassadors to help support the work of the Union and have recruited over twenty student volunteers who will be working to promote the Union and engage students in its activities throughout the year.

Recruitment process for an Equality and Diversity Assistant is underway. This person will work with our officers to promote more E&D activity on campus, funded by the Alumni Fund grant.

### University Health Service

New student registrations continue with one hundred and ten patients being registered during April, May and the first half of June.

A two day Refresher First Aid at Work Course for Security Patrol Officers was held on 2 and 3 June.

Results were received from the Scottish Government commissioned Health and Care Experience Survey 2013/14, which asks patients about their experiences of accessing and using Primary Care services and outcomes from NHS treatments. The vast majority of patients scored the practice as positive or very positive in their answers, ranging from 73%-100% satisfaction.

## 10. RESEARCH AND ENTERPRISE SERVICES (RES)

The Research Management and Administration System contract was signed by both the University and the supplier (Worktribe) and some of the first milestones have been reached enabling the first payments to be made by the end of May 2014.

Eighteen new awards have been made amounting to a total of £25.5m new funding (year-to-date).

RES supported a further sixty proposals in May, with a value of £19.8m. The year-to-date figures for proposals are now 544 applications (£116m).

The final thirty Converge Challenge applicants are now chosen. Six are Heriot-Watt staff with a further three in the KickStart competition.

RES is supporting the development of the business plans. Scientific Vacuum Systems KTP application awarded without amendments (Upadhyaya), with a value of £210k.

## 11. REPORTS FROM COURT, SENATE AND THE UNIVERSITY EXECUTIVE

### Court

The following items were considered at the Court meeting on 23 June.

### Deputy Chair of Court

The Court approved the appointment of Mr Tony Strachan as Deputy Chair of Court. His appointment was with immediate effect and will run concurrently with his membership of the Court until 31 July 2017.

## Other Appointments to the Court

The Court noted the results of recent elections to the membership of the Court. Memberships will run from 1 August 2014:

- Pamela Calabrese, Academic Registry (elected by the staff)
- Jane Queenan, School of Management and Languages (elected by the staff)
- Professor Phillip John, Senior Dean, (elected by the Senate)
- Professor Peter Woodward (re-elected by the Senate)

On 30 June 2014 the Watt Club held an election to appoint a member to the Court in replacement of Mr Keith Wallace, whose appointment will run to 31 July 2014. The elected new member of Court is Ms Trish Gray (Computer Science graduate, 1977).

## Charter and Statutes

The Court approved by Special Resolution draft revised Charter and Statutes proposed by the joint Court and Senate Constitutional Review Group (CRG). The revised Charter and Statutes and a copy of the report which was presented to the Court by the CRG are available at: [www1.hw.ac.uk/ordinances/charter-and-statutes.htm](http://www1.hw.ac.uk/ordinances/charter-and-statutes.htm)

Next steps, which are expected to take a number of months, include consultation on the revised Charter and Statutes with the Office of the Scottish Charity Regulator and presentation for approval to the Scottish Government and the Privy Council.

## Acting Principal and Vice-Chancellor

The Court approved the appointment of Professor Julian Jones as Acting Principal and Vice-Chancellor in the event that there is an interregnum between the departure of Professor Steve Chapman in March 2015 and the start date of his appointed successor.

## Five Year Financial Plan

The Court approved the University's Five Year Financial Plan 2014/19 which was submitted to the Scottish Funding Council at the end of June 2014.

## Data Protection Policy

The Court approved a revision of the University's Data Protection Policy. The Policy is posted at: [www.hw.ac.uk/documents/heriot-watt-university-data-protection-policy.pdf](http://www.hw.ac.uk/documents/heriot-watt-university-data-protection-policy.pdf)

## Constitution of Heriot-Watt University Student Union

The Court, on the recommendation of the University Executive and the Senate, approved revisions to the Constitution of the Student Union. The Constitution is subject to five-yearly review and will be reviewed again in March 2019.

Minutes of Court meetings can be read at: [www1.hw.ac.uk/committees/court/minutes.htm](http://www1.hw.ac.uk/committees/court/minutes.htm)

## Senate

A Report from the Constitutional Review Group (CRG) was considered by the Senate at a special meeting on 11 June 2014.

The CRG, comprising representatives of the Court and the Senate, was established in March 2013 by the Court to undertake a review of the University's Charter and Statutes. The Chair of the CRG provided a summary of the rationale for, and objectives of the review.

The Chair of the Ordinances and Regulations Committee briefed the Senate on the proposed amendment to provision for the Senate contained in the Charter. It was noted that the amendment was being made to confirm the position with regard to the role of members of the Court as charity trustees in accordance with relevant legislation. The Senate noted that under the provisions of the amended Charter, its powers would be derived from the Court as the governing body. The Senate acknowledged that although the wording of the Charter regarding provision for the Senate had changed, its powers remained undiminished.

The Senate noted feedback and comments received from its members in advance of the meeting and discussed points raised at the meeting.

The Senate confirmed that it was content with the proposed Charter and Statutes and agreed that subject to changes agreed at the meeting, the Charter and Statutes should go forward to the Court for consideration.

## University Executive

The following items were considered at the University Executive meeting on 3 July.

### **Athena SWAN Governance**

The UE approved Terms of Reference for the Athena SWAN Strategy Committee which will report to the University Executive. The purpose of the Committee is to oversee implementation of the 2013 Bronze University Athena SWAN Action Plan and to oversee production of the next University-wide submission to the Athena SWAN charter (by October 2016). The Committee's Terms of Reference will be available shortly on the University committee pages on the web at: [www.hw.ac.uk/committees](http://www.hw.ac.uk/committees)

### **Heriot-Watt University Research Publications Policy**

The UE approved a Research Publications Policy which is designed to support researchers to comply with funding body requirements for open access to research publications, in particular RCUK's Open Access Policy and the recent HEFCE policy for Open Access in the post-2014 Research Excellence Framework. The Research Publication Policy will assist in raising the profile of Heriot-Watt University's research, and in calculating bibliographic measures such as citation counts. The Policy will be posted on the University's webpages shortly.

### **Contribution Pay Procedures and Professional Services: Career Progression Procedures**

The UE approved 'Contribution Pay Procedures' for consultation with the University Trade Unions. The current procedures were approved in 2008 and were therefore due for revision. The updated Procedures set out the criteria and processes

for different awards (accelerated increment, contribution point, bonus payment, local bonus payment), with appropriate emphasis placed on the PDR process and Heriot-Watt values.

The UE approved 'Professional Services: Career Progression Procedures' for consultation with the University's Trade Unions. The draft new Procedures combine existing promotion Procedures for Professional Services Staff (Grades 1-7) and 'Professional and Management Promotions Board (Senior Promotions)'.

### **Senior Remuneration Procedures**

The UE approved key criteria, principles and the process to be followed in relation to Senior Remuneration (all grade 10 staff). The Senior Staff Salary Review Procedures will be presented for further consideration by the Remuneration Committee of the Court.

### **Home Office update**

The UE noted an update briefing, presented by the Director of Governance and Legal Services, following the statement on 24 June 2014 from the Minister for Immigration and Security on the abuse of student visas. He announced the suspension of highly-trusted sponsor status of one university, advised two others that they were no longer allowed to sponsor students and suspended the licences of 57 private further education colleges. The investigation began following media coverage of systematic cheating at Educational

Testing Services (ETS) centres. These offer: Test of English as a Foreign Language (TOEFL) and Test of English for International Communication (TOEIC). ETS have identified many thousands of invalid and questionable test results.

The UE has agreed that the risk of accepting TOEFL and TOEIC tests in the future is now unacceptable. The University is following Home Office guidance and will accept those tests for applicants who have already applied for September 2014 entry. The UE agreed that the University should not accept TOEFL or TOEIC testing for applicants wishing to apply for a programme starting on or after 1 October 2014. The Senate Business Committee will be asked to give its approval for this recommendation on behalf of the Senate. The University will revise its published guidance in this area in August 2014 with training forming part of the roll-out of the revised guidance.

Minutes of University Executive meetings can be read at: [www1.hw.ac.uk/committees/ue/minutes.htm](http://www1.hw.ac.uk/committees/ue/minutes.htm)

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](mailto:ProfessionalServices@hw.ac.uk)