

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

Mr Mike Bates,
Director of Student Recruitment

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 October 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 have also included 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

Induction/Enrolment

Working closely with Professional Services colleagues, Schools have been heavily involved in induction and enrolment activity for new students across all campuses.

Schools are preparing for the Autumn round of Taught Postgraduate Award Boards. Approved award decisions were required by 10 October 2014 to meet the deadline for the November 2014 graduations.

iHR Training

Staff in Schools have received training in various modules of the new iHR system and are looking forward to using the staff self-service element in the near future.

December Examination Diet

The EBS based International Centre for Examinations which organises off campus examinations on behalf of the University, is making arrangements for the December exam diet for students who study with a Learning Partner or independently. It is anticipated that around 450 exam centres will be used. The University's Policy on examining across international time zones will be applied.

SLS Head of School

Professor David Hopkins left the University at the end of September. Dr Peter Morris has taken up the position of Acting Head of School until a new Head of School is appointed.

Gordon Winton represented the University on a trip to Chile with the European Marine Energy Centre and Aquatera in support of a proposal to create a new South American Marine Energy Centre.

2. CAMPUS SERVICES

Work has started on a sustainable transport map for the Edinburgh Campus. This map will take into account the work due to begin in Car Park C by promoting the use of alternative parking spaces on campus. It will also demonstrate the additional travel choices available to staff, students and visitors, with the aim of reducing overall levels of car parking.

A further exercise to map the connectivity of the Edinburgh Campus with key transport hubs and services has been started in anticipation of the National Performance Centre for Sport opening. The overall aim of this project is to look at opportunities for improving accessibility for visitors, such as changes to bus services, increased rail links or wider access to public cycling infrastructure. The exercise will be completed in 2015.

Transition Heriot-Watt continues to see success with the Bike Pool scheme for staff and students, with over 100 registered users. This is expected to grow quite significantly as students return and learn of the scheme. The Heriot-Watt 'Grow Your Own' initiative, which is currently located by the west side of the Sports Academy, has also proved to be a huge success, with 25 staff and students now able to grow their own produce on campus.

3. FINANCE

Preparation of the 2014 draft accounts is progressing well. KPMG have completed the field work associated with their audit of both EBS and Heriot-Watt University Malaysia. The audit team started at Heriot-Watt on Tuesday 30 September, and are expected to be on site for three weeks. The draft accounts for the year ended 31 July 2014 show an overall group surplus for the year of £12.1m.

As part of the ongoing work on the revision of the financial regulations, we are currently reviewing the University's travel and expenses policy with a view to addressing any lack of clarity and to ensuring better consistency in its interpretation. We will shortly be giving colleagues an opportunity to contribute to the further development of a draft.

4. GOVERNANCE AND LEGAL SERVICES

Review of International Recruitment Agents

Over the past year, representatives of the Governance & Legal Services Directorate have worked with colleagues in Recruitment and Admissions, Schools and the Student Union to review our processes for recruiting and monitoring International Recruitment Agents.

Due Diligence

- A new Due Diligence questionnaire has been created and will be utilised for all new agents going forward
- We have enhanced our risk assessment and requirement for references

Contract

- A new contract template has been drafted and all continuing agents will be migrated to the new contract at the expiry of their existing contracts (October 2014)
- The contract expressly details the requirements of the QAA, UKVI and incorporates the guidance from the British Council
- Simplified commission arrangements will be implemented

Monitoring of Performance

- Being addressed through the non-renewal of contracts for those agents who have not recruited any students for Heriot-Watt in the past two years
- Responses to the Student Barometer questions regarding agents are being utilised

West London College

- A review of WLC agents who recruit to Heriot-Watt programmes will be conducted in Autumn 2014

Other users of International Agents

- An examination of the use of agents in Dubai has begun. This is part of a wider discussion regarding recruitment taking place with our AIP Partner and through the Dubai Strategic Marketing Group
- We have also worked with colleagues in Malaysia, who are establishing a network of agents.

5. HUMAN RESOURCE DEVELOPMENT

iHR

Phase 1 of iHR is now live with a basic HR system for HR colleagues and a limited number of nominated local administrators using the system, this will be rolled out to all colleagues through self-service in October. Thanks to all those who have been through training and briefing, support and more information is available online through the **iHR intranet site** or **ithelp@hw.ac.uk**

Staff benefits

The planned cycle to work scheme and give as you earn (GAYE) scheme are due for launch in October, after some months of planning. This has included detailed discussions and agreement with Transition Heriot-Watt and provides an excellent opportunity for colleagues to benefit from these tax-efficient schemes.

6. INFORMATION SERVICES (IS)

New and upgraded IS facilities and services were launched by the Principal at an event on 10 September at the Edinburgh Campus Library. As well as an additional 42 study spaces, configured for small-group study, it was also announced that the Library will be open 24/7 throughout Semester 1 and 2.

It has been agreed that the air-circulation and other building systems at the Edinburgh Campus Library will be upgraded following Semester 2.

7. MARKETING AND COMMUNICATIONS

Development and Alumni (DAO)

The Development and Alumni team are delighted to report that the 'Brightest Watts' has produced its first Heriot-Watt student to be allocated one of the Baillie Gifford access bursaries. Baillie Gifford donates £12,000 per year to fund Brightest Watts pupils and £10,000 towards access bursaries.

DAO secured funding from Santander Universities Global Division of £120,000 over three years to support international exchanges, entrepreneurial activities and travel requirements of students and researchers at Heriot-Watt. The Principal officially signed the agreement with Santander Universities' UK Director, Simon Bray, on 3 September.

DAO organised the first graduate event based within an employer's headquarters at Standard Life Investments. Alumni working within Standard Life were able to mix with their colleagues, network, and hear of the latest news from Heriot-Watt in one evening. Economics graduate from 1994, Mike Tumilty, is now Operations Director for Standard Life Investments and was our host for the evening.

8. REGISTRY SERVICES

Student Service Centre

The team have been working through a number of accommodation billing issues in relation to leased flats and double billing for Halls of Residences.

Student Support & Accommodation

The Student Induction and Transition Office ran the inaugural non-residential Summer School for new UG students. The feedback was very positive.

Over 400 students attended the International Welcome event coordinated by the International Student Advice Office.

Student Systems Unit (SSU)

The close co-operation between colleagues in Edinburgh and Malaysia, through the Malaysia Student Systems Working Group, ensured the success of the enrolment events at the Malaysia Campus.

The Confirmation of Acceptance for Study (CAS) letter has been updated, making it faster and more robust.

Quality Assurance

The following Quality Assurance Briefing Papers have been produced:

- Academic Review and Accreditation - Malaysia
- Monitoring and Review Processes
- Academic Approvals Process

<http://www.hw.ac.uk/quality/qa-briefing.htm>

Preparations are underway for the commencement of the Annual Monitoring and Review process (of the 2013/2014 activity); a briefing session was arranged for 1 October 2014.

Preparations are underway for the 2014/2015 Academic Reviews, Academic-Related Reviews and Internal Audits. Fourteen separate events are taking place at the Edinburgh, Orkney, Dubai and Malaysia campuses, over a total of 19 days.

In October 2014, a Chair of Examination Boards briefing session will be delivered to Foundation English programme staff at the Malaysia Campus, by the Dean of the University and Academic Registry staff.

Quality Enhancement

QAA Enhancement-Led Institutional Review (ELIR): The next stage is the production of a final version of the Reflective Analysis, with annexes including governance structures of Dubai, Malaysia and West London College.

The following Learning and Teaching Briefing Papers have been produced:

- Learning and Teaching Key Principles
- Academic Mentoring
- Student Survey Framework and Process

<http://www.hw.ac.uk/committees/ltb/ltb-briefing.htm>

Exchange

The British Council has announced significant reductions in the Erasmus+ Programme 2014-15 grant levels compared with funding applications from UK HEIs. A briefing paper has been produced summarising the issues and options to minimise the impact on students for the Deputy Principal (Learning & Teaching) and Universities Scotland.

Student Survey Management Group

The Student Survey Management Group has developed an overarching Survey Framework and Process for the key student surveys. As part of the ELIR preparations, it has also collated an analysis of the key student surveys over the past two years and this information can be accessed at: <http://www1.hw.ac.uk/quality/ssmg.htm>

Careers Service

The Careers Service organised a highly successful employability event in the School of Management and Languages in conjunction with the School. Around 400 students, 12 employers and 16 alumni attended. A series of talks ran in parallel with the fair. The next events are the main Careers Fair on 9 October followed by the engineering fair on 16 October.

Student Union

Freshers' Week was a huge success with over 80 Freshers' Helpers attending training and helping new students get involved in a range of activities. Particular highlights included the Battle of the Halls launch, the Postgraduate Wine and Cheese night, and the walk up Arthur's Seat.

Student Union Ambassadors have now been recruited to continue promoting the Student Union throughout the semester.

Diversity Week takes place in Week three with a range of events throughout the week. The main Watt Talks event took place on the evening of 1 October. A range of spokespeople from diverse backgrounds gave a five minute talk on their experience of diversity.

Representatives from the Student Union joined staff from the Estates Department and Campus Services in a fact finding visit to Nottingham Trent University Student Union. The trip aimed to review the new-build union at Nottingham Trent to enable consideration of what would be required of a potential new build or refurbished Student Union at the Edinburgh Campus.

9. RESEARCH AND ENTERPRISE SERVICES (RES)

In the first month of the financial year 2014-2015, 12 new awards have been made amounting to a total of £1.6m new funding.

Knowledge Transfer Partnerships have been prominent this month, with three KTP agreements finalised with Nandi Proteins (S Euston, School of Life Sciences, £36k); Macphies of Glenberrie (S Euston, School of Life Sciences, £56k); Scottish National Blood Transfusion Service (C Rutherford, School of Management and Languages, £103k). Confidentiality agreements were signed on 9 September.

MSD Fish Vaccine testing contract (£550k) agreed.

Potential spinout company, DiverSense Ltd (Desmulliez et al.), progressed to the final stages of the Converge Challenge 2014. Savitur Metrics, a start-up business from the University of Strathclyde, was announced as the 2014 winner of the 5th Converge Challenge at a gala event at Heriot-Watt University.

10. STUDENT RECRUITMENT

UK Recruitment

From the middle of August through to the end of November the Education Liaison team are attending a full calendar of UCAS Conventions around Scotland and the UK for 2015 entry. The team will also be participating in numerous individual schools and college events and presentations.

The Open Day held at the Edinburgh Campus on 26 September was attended by around 2000 visitors. This included 1161 prospective students who registered on line (as of 25 September). A full evaluation of attendees will be conducted in the coming weeks.

The other University Open Days will run at the Edinburgh Campus (1 November) and at the Scottish Borders Campus (10 and 11 October). Campus tours for visiting prospective students and school and college groups are also being organised.

Wider Access activities are being reviewed as Heriot-Watt negotiates the annual update of the Outcome Agreement with the Scottish Funding Council. New conversion events for SIMD 40 students are being planned for the spring in both Glasgow and Edinburgh in order to improve post-application acceptance rates.

International Recruitment

A half-day 'virtual' meeting took place for the University-wide International Recruitment staff in Dubai, Malaysia, China, India and the UK on 4 September. This meeting addressed operational issues relating to coordination of activities in key markets, an update on the University portfolio, CRM development and web presence. A further conference is planned to be held in early 2015.

International recruitment events are now fully underway in key markets for 2015 entry. This has seen staff attending recruitment events in Norway, North America, China and Oman in September.

A senior working group to develop Study Abroad infrastructure is being formed to consider recruitment of incoming non-graduating students (e.g. from Brazil, China) and facilitating and encouraging inter-campus transfer.

China & East Asia Office

During recent weeks colleagues in the China & East Asia Office have been working with students on pre-departure and last minute visa issues. The projection is that students recruited from Chinese partners will increase to 153 in 2014 from 89 in 2013 and 48 in 2012.

Dubai Campus

Recruitment is underway for new staff in the Marketing and Recruitment team with assigned responsibilities for international markets. This will reflect the strategic aim of diversifying the student body by nationality.

Malaysia Campus

The Marketing and Recruitment team attended 38 recruitment events throughout Malaysia in the last month.

Activities have focused on both promotion to students and strengthening relations with Schools Counsellors and this is resulting in new invitations to present seminars, workshops and subject specific talks in schools.

October will be a peak recruitment month in the Indonesian market and Recruitment staff will tour several Indonesian cities from 1 -14 October.

Two information sessions aimed at MBA students are being planned for recruitment in January 2015.

11. COURT

At the Court meeting held on 13 October, the following items were considered:

Court member appointments

The Court approved a large number of recommended appointments to the Court and its committees which will be reported fully in the Court minutes. New external lay members appointments to the Court with immediate effect include Mr Colin MacLean and Ms Jandy Stevenson. Mr MacLean is currently a member of, and will become Chair of, the Audit and Risk Committee. Ms Jandy Stevenson is also a current member of the Audit and Risk Committee.

Re-appointment of the Vice-Principal

The Court approved the re-appointment of the Vice-Principal, Professor Julian Jones for a further term of five years from 1 August 2015 until 31 July 2020.

Conflict of Interest Policy (Policy for governors)

The Court approved a new Conflict of Interest Policy for governors (members of the Court and Court committees) for immediate implementation.

Review of University Ordinances

The Court noted an update report on plans to conduct a full review of the University's Ordinances in support of the revised Charter and Statutes. It is expected that approval of the revised Charter and Statutes will be gained in the early part of 2015. The underpinning new Ordinances will be developed in a phased approach over the next 18 months or so with the highest priority new Ordinances being developed by January 2015.

Revisions to Ordinances

The Court approved recommended revisions to Ordinance 3: The Student Union and, when Senate approves revisions to Regulation 50: Student Discipline, rescinding of the existing Ordinance 9: Student Discipline.

Scottish Code of Good Higher Education Governance

The Court received a report which provided an update on the level of compliance the University has achieved with the provisions of the Scottish Code of Good Higher Education Governance which was published in July 2013 and actions that have yet to be completed to achieve full compliance. A survey undertaken by Universities Scotland in summer 2014 highlighted that Heriot-Watt is broadly comparable to other Scottish HEIs in terms of work undertaken and ongoing to achieve full compliance.

Overseas campus visits

The Court has approved proposals for governor visits to overseas campus locations in session 2014/15. It is hoped, for example, to provide the new Principal and Vice-Chancellor Designate, when appointed, and the new Chair of Court an opportunity to visit both the Malaysia and Dubai Campuses in the early part of 2015.

Improving communications in support of governance

The Court has agreed to establish a Focus Group to consider how communications can be developed to enhance the effectiveness of the Court and to promote more effective communication and engagement between the Court and the executive. The Focus group will comprise members drawn from both the Court and the University Executive.

12. SENATE

At the Senate meeting held on 8 October, the following items were considered.

Revised Charter and Statutes

The Senate received a report from the Court confirming the Court's approval of the proposed revisions to the Charter and Statutes and containing the approved versions of the Charter and Statutes. The Senate noted that progress was being made in obtaining approval by the Privy Council, including the drafting of Ordinances to underpin the revised Charter and Statutes.

Terms of Reference of Senate Committees

The Senate considered and approved the terms of reference of the undernoted committees of the Senate following an annual review of their terms of reference by the individual committees:

Honorary Degrees Working Group.

Undergraduate Studies Committee

Postgraduate Studies Committee

Senate Business Committee.

Recruitment of Principal and Vice-Chancellor

The Senate considered a report from the Senate Business Committee on the process of appointing a Principal and Vice-Chancellor in succession to Professor Steve Chapman. The Senate made recommendations to the Court regarding the arrangements for chairing and composition of the Appointment Committee.

Extension to Vice-Principal of University's Term of Office

The Senate agreed to recommend to the Court that Professor Julian Jones's terms of office as Vice-Principal of the University be extended to July 2020.

Role Descriptors for External Members of Senate Committees

The Senate approved role descriptors for external members for each of the following committees of the Senate:

Undergraduate Studies Committee

Postgraduate Studies Committee

Quality and Standards Committee.

Representation on the Senate: School of Energy, Geoscience, Infrastructure and Society (EGIS)

The Senate approved arrangements for the representation of members of academic staff of EGIS on the Senate and on Senate committees following the formation of EGIS and the disestablishment of the School of the Built Environment and the Institute of Petroleum Engineering.

Proposed Revisions to Regulation 31: Authority of Heads of Schools and Examiners in Exceptional Circumstances

The Senate considered a proposal for the introduction of amendments to Regulation 31.

The Regulation sets out the authority of the Head of School and other Examiners in exceptional circumstances. 'Exceptional circumstances' is defined in the Regulation as when the full range of examination marks, results and coursework is not available.

It was noted that to ensure that rather than the Senate Business Committee approving the circumstances under which the Regulation should be invoked (the circumstances are already set out in paragraph 2 of the Regulation), the Committee should bring into effect the arrangements and conditions set out in the Regulation.

The Senate approved the proposed amendments and referred them to the Ordinances and Regulations Committee for consideration.

Review of Student Discipline Procedures

The Senate noted that the Senate Business Committee had approved, on behalf of the Senate, a revised Student Discipline Policy and Procedures (Procedures) being introduced following a comprehensive review and consultation undertaken by the University Discipline Committee (UDC). The Committee had also considered proposed amendments to Regulation 50: Student Discipline and the proposed rescinding of Ordinance 9: Student Discipline. Following consideration of aspects of the Ordinance relating to the powers of the Principal, the Committee recommended to the Senate:

- The approval of the proposed amendments to Regulation 50.
- That it recommend to the Court that Ordinance 9 be rescinded (when final approval of Regulation 50 is granted).

The Senate approved the recommendations.

Supporting Student Athletes: Updated Undergraduate Admissions Policy and Statement on Academic Flexibility

The Senate noted that the University, as the host of the National Performance Centre for Sport, will be at the forefront of performance sport in the UK. In combination with world-class facilities, the Talent Development Programme (TDP), which replaces the current Sports Scholarship Programme, will allow the University to attract and support the best student athletes.

The Senate noted that the following proposals from the Student Learning Experience Committee, clarifying the position on the academic flexibility and support offered to student athletes, had been approved:

- Undergraduate Admissions Policy Extract: Contextual Admissions for Student Athletes: In order to implement the policy, the Head of the TDP would receive initial recommendations for Student Athlete (SA) status by the National Governing Bodies for Sport and Red Sky Management (an agency that works exclusively with top-level athletes). In turn, Admissions Tutors and the Admissions Office would then be alerted to applicants who are being accepted as SAs by the Head of the TDP, allowing them to then be considered under the Contextual Admissions Policy. This process would commence during the next admissions cycle for 2015 entry.

- Supporting Student Athletes: The Supporting Student Athletes Policy Statement on Academic Flexibility confirms the students to whom the Policy will apply and provides guidance on applying the Policy.

Progression, Retention and Completion (Taught and Postgraduate Research Students)

Professor John Sawkins, Deputy Principal (Learning and Teaching) and Professor Alan Miller, Deputy Principal (Research and Knowledge Transfer) led presentations and discussion on progression, retention and completion rates for taught and postgraduate research students.

13. UNIVERSITY EXECUTIVE

At the University Executive meeting held on 25 September, the following items were considered:

Director of Finance

The UE approved the recommendation that the Director of Finance be invited to join the membership of the University Executive with immediate effect. The UE agreed also that the future reporting line of the Director of Finance will be to the Vice-Principal. This means that both the finance and planning functions of the University will share a single reporting line, providing an opportunity for more effective integration of these functions.

West London College

The University Executive has agreed that progress should be made towards renewal of the University's Associate Campus agreement with West London College which is due for renewal in 2015.

Additional entry points in the academic year

The UE agreed to invite the Deputy Principal (Learning & Teaching), in conjunction with the Learning & Teaching Board and in consultation with Schools and Campus heads to develop University-level guidelines which define accepted common practices and provide guidance on non-standard entry points in the academic year.