

# 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 Philippa Burrell,**  
Director of Administration (EGIS)

**Ms Sue Collier,**  
Director of Governance and Legal Services

**Mr Darren Cunningham,**  
Director of Administration (MACS)

**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 & Interim Director of RES

**Mrs Kathy Patterson,**  
Academic Registrar & 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 (TEX)

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

## Welcome to the November 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.

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 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

Schools continue their involvement with the implementation of the Customer Relations Management (CRM) system with activities now focused on post admissions and research students.

The School of Life Sciences celebrated 50 years of Research Diving on 24 October. The event was attended by the Principal and colleagues who shared their diving science experiences and research activities.

The School of Management & Languages (SML) recently held two high profile events:

- Thought Leadership on Participative Management: An Opportunity, an event in conjunction with the Energy Academy held on 20 October. The event featured Dr Bob Keiller, CEO of the Wood Group and SML visiting Professor Jim Mather, Chairman of Gael Ltd
- The Centre for Finance and Investment hosted a debate on 23 October on the topic of whether fan ownership can rescue Scottish Football?

## 2. CAMPUS SERVICES

### New Residences 2016

Watkins Jones has received planning consent for the development and is intending to commence on site January 2015. The University has made the site available to the contractor in advance in order that access roads and site facilities can be established. The developer is constructing a sample unit in Car Park J which will act as a design and specification benchmark for the project. This unit will be available to view by the campus community at the end of November 2014.

The development will be completed in July 2016 and available for student occupation at the start of the Autumn semester.

### Scottish National Blood Transfusion Centre

The ground breaking ceremony for the Scottish National Blood Transfusion Centre (SNBTS) was carried out by Nicola Sturgeon on 28 October.

The ceremony is a significant milestone in the creation of the purpose-built National Centre for the SNBTS. The new national centre will be built at the Heriot-Watt Research Park and is planning to transfer operations to its new headquarters in 2017.

The National Centre will provide life-saving and life-enhancing blood products in a safe and efficient way in order to meet the continuing transfusion needs for patients in Scotland. It is at the same time a place of work for more than 400 people.

## 3. GOVERNANCE AND LEGAL SERVICES

### Efficient Government Return

The Scottish Funding Council has confirmed that the next Efficient Government Return will again follow the format and timing of previous years, so a fresh round of meetings with Directors of Administration and Heads of Services will be arranged to elicit examples of efficiencies across the University. Heriot-Watt was mentioned several times in the Universities Scotland Efficiency Taskforce (USET) 'Working Smarter 2014' update, using examples from last year's EG return.

### Risk Management Workshop – Learning Partners

The workshop will provide us with an opportunity to discuss the following areas of risk management:

- University's approach to risk management
- Risk management process – risk register
- Identification of common key risks relating to learning partners and associated controls
- Ongoing advice and support

To enable us to confirm dates and location please email us with the details of attendees to [risk@hw.ac.uk](mailto:risk@hw.ac.uk) as soon as possible.

## 4. HUMAN RESOURCE DEVELOPMENT

### iHR

Phase 1 is now live with a basic HR system for HR staff and a limited number of nominated local administrators using the system. iHR has also been rolled out to a pilot group of staff for self-service in October. There have been a number of issues raised during the pilot stage, which is to be expected. A slow rollout of self-service to all colleagues is still planned over the next few weeks.

### Employee Engagement Survey

The next Employee Engagement Survey is planned for Spring 2015, and meanwhile the University Executive has agreed to participate in the Times Higher Education Best University Workplace Survey. The survey is open to all UK university staff and will provide valuable data on what it is like to work in the UK's universities day to day.

To participate click on the link below:  
<http://timeshighered.polladdy.com/s/the-best-university-workplace-1>

## 5. INFORMATION SERVICES (IS)

The 24x7 opening of the Edinburgh Library is proving popular with overnight occupancy rates rising weekly. Daytime occupancy is now 100% from mid-morning until early evening.

Heriot-Watt University Malaysia's ICT infrastructure is working well and the new Library is much in demand.

IS staff have been actively engaged with the new Learning Spaces Committee, Estates Services and their consultants on developing visions for future Edinburgh Library and learning space development. This has included fact-finding visits to the Universities of Manchester, Sheffield and Warwick.

## 6. MARKETING AND COMMUNICATIONS

### Events

Marketing and Communications had many successful events in the past six weeks. The University hosted the Confucius Week in honour of Confucius Day on 27 September. The aim of the Confucius Week was to promote the Confucius Institute and link to our cross disciplinary work with China. There were several activities throughout the week from Chinese food demonstration to lantern making where colleagues and students were invited to participate.

Other events included:

- Visit of the British Council Beijing Jiaotong to the University on Monday 6 October
- The Scottish Borders Campus hosted the first meeting of the Smith Commission on Wednesday 15 October
- The 50th Anniversary of Independence for Zambia – conference and dinner held in the James Watt Centre on Saturday 18 October

## Development and Alumni

Alumni had many successful events in October. Our input ranged from lead management to supporting schools in organising and promoting events. In total, over 700 alumni, students, staff and friends attended. Many of our alumni hadn't been back to campus since their graduation. The Jock Clear Leadership Lecture was the highest attended event of its type since the lectures began in 2010.

## 7. REGISTRY SERVICES

### Complaints

Heriot-Watt hosted the quarterly meeting of the Scottish Higher Education Complaints Forum on Friday 3 October, at which 20 Scottish universities were represented. The Forum was set up to facilitate networking and the sharing of good practice on complaint handling across the higher education sector in Scotland. The Office of the Scottish Public Services Ombudsman (SPSO) was also in attendance and was able to answer questions and concerns raised by the forum, and to advise on expectations regarding publishing outcomes, performance statistics, trends and actions taken. The Heriot-Watt University Annual Summary will be published internally and externally following approval by the University Executive and Court.

### **Student Support & Accommodation**

Support staff visited Dubai to induct the Student Advisor at the Dubai Campus to ensure consistency in how students are supported (disability and counselling).

The Disability team staff trained nearly 100 participants on the Learning Enhancement and Development Skills (LEADS) programme on disability awareness issues.

The Student Induction and Transition office is delivering a further round of training for academic mentors across all Schools and will make this available to all campuses.

### **Student Systems Unit (SSU)**

Extensive support has been provided for the processing of Student Awards Agency for Scotland (SAAS) and Student Loan Company (SLC) files to enable students to receive their loans.

Doctorate Extension Scheme (DES) applications can now be processed through Banner. This is to deliver the DES changes to Tier 4.

The Independent Distance Learning Online Registration and Payments project is now underway with co-operation between Finance, Information Services and the SSU. As the details of the solution have been worked through, hidden complexities have emerged and are being investigated. Due to these complexities, it is not yet possible to give a release schedule. Colleagues will be informed once this becomes clearer.

### **Quality Assurance**

The following briefing sessions are planned or have been held recently:

- Dealing with Requests for Personal Data in conjunction with Governance and Legal Services (Oct-Nov 2014)
- Annual Monitoring and Review (1/10/14)
- Foundation Programme Malaysia with the Dean of the University (Science and Engineering) (20/10/14)
- Academic Review – 20/10/14 and 22/10/14 (second session to include staff from Dubai)
- Annual Monitoring and Review process for 2013/2014 underway.

### **Quality Enhancement**

The Learning and Teaching Strategy Operational Plan and timeline have been finalised, which will now inform the strategies and plans of all Schools and relevant Professional Services <http://www1.hw.ac.uk/committees/ltb/lt-strategy.htm>

### **QAA Enhancement-Led Institutional Review (ELIR)**

A second University-wide consultation has been conducted on the draft ELIR Reflective Analysis (due for submission to QAA Scotland by mid-November). The Advance Information Set and Case Study (development of the Learning and Teaching Strategy) are completed.

An ELIR workshop was held at the Edinburgh Campus on 1 October, with over 30 attendees. Colleagues from Orkney and Dubai campuses participated via Skype. The workshop questions, which focused on key areas on which feedback was needed for the Reflective Analysis, were forwarded to the Vice-Principal (Malaysia) for consideration by colleagues at the Malaysia Campus.

### **External Partnerships**

A new ALP agreement with LaSall Ramon Llull University in Spain has been approved to deliver programmes for the School of Energy, Geoscience, Infrastructure and Society (EGIS).

### **Student Survey Management Group**

Six student surveys have been conducted as part of the ELIR preparations: EBS IDL, EBS ALP, IDL, ALP, Dubai and Edinburgh. The information gathered will inform the production of the Reflective Analysis and outcomes will be considered by the Student Learning Experience Committee.

Discussion is underway on deferral of the Student Barometer Survey until a later point in the academic cycle due to timing clashes with NSS and Course Feedback Surveys (which must be prioritised) and concerns relating to survey fatigue.

### **Student Discipline Policy and Procedures**

A comprehensive review of the University's student discipline processes has recently been concluded. This has resulted in changes and enhancements and revised Student Discipline Policy and Procedures are being introduced.

Regulation 50: Student Discipline has also been revised to bring into effect the changes to the Procedures. The Senate is responsible for regulating the discipline of students of the University (academic and non-academic) and approved the revisions to the Student Discipline Policy and Procedures and the Regulation.

A student discipline Sharepoint site was launched on 1 September at: <https://intranet.hw.ac.uk/ps/registry/ar/studentdisc/Pages/default.aspx>.

The site includes the following:

- Incident Report Form templates
- Guidance notes on updating the student record
- Letter templates
- Discipline report log and guidance notes
- Summary of main changes to the Procedures

The revised procedures have been posted on the student discipline website at: <http://www.hw.ac.uk/students/studies/record/discipline.htm>. Staff and students are being notified via the e-newsletter of the revised procedures.

A briefing on the procedures was provided at the Edinburgh Campus on 6 November and will be available shortly as a podcast on the Sharepoint site.

### Careers Service

The Careers Service recently held its two biggest Careers Fairs, namely the general fair and an engineering fair. Both attracted large numbers of students and received good feedback. The engineering fair has grown in size to 44 employers.

The new 'CV Builder' workshops, which are run twice daily, have been well attended and garnered positive feedback from students. These will be supplemented by interview workshops as the recruitment year progresses.

Recruitment of mentees for the careers mentoring programme, which pairs students with practising professionals, is now underway.

### Student Union

A Postgraduate Student Trustee has successfully been recruited to complete the Board. One External Trustee will retire from the Board in November, and the Union will be conducting a recruitment exercise shortly.

The Union has passed its new Articles of Association and is preparing to submit the Stage 1 Application to Office of the Scottish Charity Regulator to set up the new incorporated charity. The Lothian Pension Fund has been instructed to conduct a valuation, and once this has been received, negotiations for the transfer of any liability to the new company will commence. This negotiation is critical and could prevent the Union incorporating. If the liability cannot be transferred the process will not proceed.

A Charities and Fundraising Assistant has been recruited. The post holder will work with the Student Union's Raising and Giving (RAG) Committee to promote charitable fundraising. This is a six month full-time funded post by Community Jobs Scotland.

## 8. RESEARCH AND ENTERPRISE SERVICES (RES)

13 new awards have been made amounting to a total of £2m new funding. The year-to-date figures are now 26 awards for £3.8m total. This is down on the previous two years.

BG is the first sponsor in the major collaborative project with Edinburgh, the International Centre for Carbonate Research, Phase 2 (Sebastian Geiger, £670k).

The RES team has developed and supported colleagues in bids (of ~£1m) to Scottish Enterprise High Growth Spinout Programme – outcomes announced in November.

## 9. STUDENT RECRUITMENT

Following the September 2014 intake, enrolment reports have been finalised and distributed. Key points have included:

### Scottish Campuses

- For the seventh consecutive year, UCAS applications to Heriot-Watt increased, rising from 7,984 for 2008 entry to 13,589 for 2014 entry
- Rest of UK intake increased by 17%
- Wider Access recruitment targets were met and surpassed
- 19 students enrolled on the new Foundation Pathway
- New undergraduate international student recruitment increased overall to 317 from 266 (+19%)
- 35% of our new international undergraduate students hail from China
- At postgraduate level, 70 new Scottish students were successfully recruited through a SFC funded places programme

### Dubai Campus

Student recruitment at the Dubai campus remained strong with an intake of 1102. Academic entry requirements and tuition fees increased for September 2014 entry, reflecting Heriot-Watt's position as one of the leading international providers in the region.

### Malaysia Campus

The new Malaysia Campus has opened with a population of around 500 students and 28 nationalities represented in the student body.

## INTERNATIONAL RECRUITMENT

### Agents

The University's network of recruitment agents is an important component of the University's student recruitment strategy, with 42% of international students at Scottish campuses being recruited through agents. A full review of the University's agency network was undertaken during Autumn 2014. Key findings were considered by the Secretary's Board and the University Executive. Revised contracts are being distributed to 162 agents worldwide who recruit on the University's behalf and are supported through the International Recruitment Office.

### China & East Asia Office

Two key new partnerships have progressed in October:

- A new partnership between SLS and Tianjin University of Science & Technology (TUST) has recruited 50 students in Tianjin who will study for three years in China before completing the programme in Edinburgh. SLS receives a proportion of the fee income during the first three years
- Development of a new partnership between EPS and Xidian University has passed a key milestone with the approval of a joint programme by the Chinese Ministry of Education. Approval has been granted for Xidian University to recruit up to 100 students on to a Telecommunications Engineering degree. This is also on a 3+1 basis with the final year being spent in Edinburgh

Recruitment in September 2014 from Chinese partner Universities increased from 89 in 2013 to 102 in 2014.

### India Office

India remains as one of the largest international markets for the University, notably for the Dubai campus. A review of the University's Indian Office activities has been undertaken in consultation with an Indian partner. A revised focus on partnership building and maximising the opportunities for Dubai recruitment are included in the review's recommendations.

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)