Welcome to the September edition

I hope you all had an enjoyable Summer and are ready for the new academic year ahead. I’m delighted to welcome our new Principal, Professor Richard Williams, to the University and I know that he is looking forward to meeting colleagues in all our campuses over the next few months.

This month the Bulletin includes features on our revised Charter and Statutes, the new Counter-Terrorism & Security Act plus an update on the results from the Employee Engagement Survey. Summaries from the Services and a video are also included to make it easier for you to access the latest news from the Board.

Over the Summer significant advancements have been made to study spaces across our campuses, promoting a more collaborative way of learning, and you will receive regular updates on this as the academic year progresses.

Ann Marie Dalton
Secretary of the University
New Charter and Statutes

On 15 July the University’s new Charter and Statutes was approved by the Privy Council and these came into effect on 1 September. This is the culmination of two years of work and is a significant achievement as the Charter and Statutes, and the Ordinances and Regulations, provide the constitutional structure for the University, its staff and students.

A key change is that the Charter has been rewritten with a global Heriot-Watt in mind and ensures that the University’s governance framework is relevant and fit for purpose in the future.

Modification to Ordinances

In support of the new Charter, the Court has approved changes to existing and new Ordinances to also come into effect on 1 September. As well as ensuring compliance with the new Charter and Statutes, the opportunity has been taken to modernise the Ordinances and to re-present them in an easier to follow format.

The new Charter and Statutes as well as the Ordinances can be viewed at http://www1.hw.ac.uk/ordinances/index.htm

Further work on the Ordinances and Regulations will continue throughout 2015/16.

For more information please contact Lorna Kirkwood-Smith or Brett S Dodgson.

Employee Engagement Survey Results

Thank you to everyone who completed the Employee Engagement Survey and took the time to share your views with us. Your feedback is vital and gives us an insight into how satisfied our colleagues are feeling across the University.

The high level results are now available and overall the results are positive, showing that those colleagues who responded generally feel happy and valued as a Heriot-Watt employee.

The main areas we need to work on include:
- Communications and action
- Infrastructure (facilities/environment)
- People management (development)

Action plan

These results will now be widely communicated, with individual Schools and Services receiving tailored reports to enable local action planning (“You Said, We Did”). Human Resource Development (HRD) are working with Directors and the Heads of Schools to arrange dates so please look out for your local presentation.

The University is committed to taking what you have said on board and is developing an action plan to respond to the issues you have raised.

A summary of the University wide results can be found here.

For further information please contact Mark Adderley, Director of Human Resource Development.

For more information please contact Lorna Kirkwood-Smith or Brett S Dodgson.
**Counter Terrorism & Security Act**

The Counter Terrorism & Security Act 2015 has been introduced by the UK Parliament and places a legal duty on institutions ‘to prevent people being drawn into terrorism’.

A Prevent Working Group has been established by University Secretaries from the Scottish Higher Education Institutions (HEIs) and has developed guidance for universities in meeting their statutory duty. This will continue to be reviewed and examples of good practice shared across the sector.

A Good Practice Guide has been published to help HEIs decide what measures are appropriate and to encourage good practice across the Scottish Higher Education sector, taking into account local needs and institutional structures and culture. All Scottish HEIs are committed to academic freedom, to freedom of speech and to supporting freedom of expression within the law.

Our University Executive and Court are working on an action plan on how to address these new obligations, however, the responsibility to comply with this act lies with all colleagues across the University. Staff awareness training will be given to relevant colleagues in each campus, helping them to recognise those vulnerable and to be aware of what action to take.

We will be in touch soon to confirm dates for the staff training. If you have any questions or would like more information please contact Sue Collier, Director of Governance and Legal Services.

---

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

Schools have undergone resit assessments and processed resit marks on the Student Administration System (SAS).

Preparations for enrolment for 2015/16 entry were completed, with Schools updating programme handbooks and student records on SAS as well as dealing with student enquiries.

Administrators from Schools have now been trained in how to assess the English language ability of international applicants via Skype interviewing. Some Schools hosted pre-sessional English open day events which were well attended by international students.

The School of Management and Languages (SML) welcomed its largest ever intake to the Edinburgh Campus. Preparations for the transfer of 40 SML students from Edinburgh to Malaysia/Dubai campuses during this academic year were completed. The School is also looking forward to welcoming the 30 Dubai students transferring to Edinburgh for the forthcoming academic year.

The School of Mathematical and Computer Sciences (MACS) and the Heriot-Watt Malaysia Society organised a pre-departure event for UG/PG Malaysian Actuarial Science offer-holders in Kuala Lumpur in August. The School has produced some short research videos to support recruitment activities and for use in the Pathways to Impact section of grant applications.

A Customer Service Charter has been created in MACS. The Charter provides a framework for defining service delivery standards and it is based on feedback from a customer services survey in the School.
2. CAMPUS SERVICES

Estates

- The Landscape Team has again been successful in being awarded a Green Flag Award by Keep Scotland Beautiful
- The Estates project to replace all the street lighting with LED street lights has been nominated as a Finalist for the EAUC Green Gown Awards
- The recommended supplier for the Estates Information Management System was accepted by the Project Board
- At the Scottish Borders Campus work has continued on projects including refurbishment of the small lecture hall refurbishment and the Union

Major Projects

Work continues on the new residences, the Lyell Building and support building and Oriam, with all projects within budget and expected to be completed on-time. Detailed updates have been submitted to the Secretary’s Board.

- The Stage 2 Space Optimisation Report is now complete
- The Masterplan is complete and in its final stages of approval
- The Draft Estates Strategy is complete and under consultation with senior stakeholders
- The final Library Vision has being presented to stakeholders
- The Student Union appointed consultants to assist with a Business Case and Options Appraisal
- Property Brief development for the Rail Systems Advanced Research Centre (RSARC) are at an early stage

Capital Plan Projects 2015-2020

The Space Optimisation Stage 2 Report identified a range of projects designed to ensure appropriate space was available to meet strategic growth in the period 2015-2020. The prioritisation of projects has been reviewed by the University Executive, reformatted to meet current strategic objectives and presented to Court.

3. DEVELOPMENT AND ALUMNI RELATIONS

The Binks Trust’s donation of £20,000 towards the capital campaign of the Lyell Centre has been received through our office. We have also received £1,000 from the Radcliffe Trust towards the restoration of the R and A Sanderson Pattern book, held in the University’s archives.

The Robertson Scholarship Trust and Heriot-Watt are partnering up on a new enhanced widening access programme. Eight students have been identified for 2015/16 to receive these bursaries worth £4,000 per year to students living away from home and £2,400 to students living at home.

An individual donation of $20,000 has been received in connection with the ICBD Anniversary Dinner held earlier in the year. This will go towards refurbishment costs for the ICBD facilities.

The team has also been liaising with all Heads of Schools on identifying future priority projects amenable to fundraising.

4. RESEARCH AND ENTERPRISE SERVICES

Research awards

Heriot-Watt has achieved its best-ever levels of research funding, bringing in more than £40million in research awards in 2014/15. The introduction of Worktribe, the new research management system, is timely in supporting this activity. Since its launch, at the end of July, over 60 projects have been approved through the system.

New Research policies

Several new research-related policies have been agreed at the Research and Knowledge Exchange Board, requiring changes to activities undertaken by RES. The Open Access Policy requires research outputs to be made freely accessible and is now a requirement for REF. Similarly, a new Open Data Policy requires access to the data underpinning research outputs and RES will be providing support on the development of Data Management Plans at proposal development stage.
5. GOVERNANCE AND LEGAL SERVICES

Staff Election to the Court, 2015

The Secretariat organised an election to fill the vacancy arising on the Court as of 1 August 2015. Mr Thomas Stenhouse has been elected to the position, to serve a term of three years from 1 August 2015 to 31 July 2018.

Senate Election to the Court, 2015

The Secretariat also organised an election for three Senate members to fill vacancies arising on the Court. Professor Isabelle Perez, Professor Patrick Corbett and Mr Amos Haniff have been elected to serve terms of three years, from 1 August 2015 to 31 July 2018.

Independent lay member appointments to Court and Court Committees

On 15 May 2015 an advert for independent lay member appointments to the Court and its Committees closed. The Secretariat assisted the Secretary of the University in organising interviews for candidates with a panel of governors led by the Chair of Court. Two new members, Mr Graham Watson and Ms Morag McNeill, were appointed to the Court, their terms to begin on 1 September 2015.

New Court Committee members were also appointed as of 1 August 2015.

Details of all Committee memberships can be found in the Terms of Reference of each Committee at: http://www1.hw.ac.uk/committees/

6. HUMAN RESOURCE DEVELOPMENT

Development

New programmes of development are being launched for Academic and Professional Services colleagues in the coming weeks. Details can be found at: http://www.hw.ac.uk/research/ald/academic-development.htm and https://intranet.hw.ac.uk/ps/hrd/od

iRecruit

The next phase of iHR, iRecruit went live on 8 August 2015 for all colleagues. All job vacancies are now being advertised through the new system. Online training guides and a comprehensive intranet site with guidance for managers and applicants are available at: https://intranet.hw.ac.uk/ps/hrd/recruitment/Pages/home.aspx

iHR – Annual Leave

Colleagues are reminded to book their leave for 2014/15 through iHR. Taking holidays is an important part of ensuring our health and wellbeing and should be encouraged. If you have any questions relating to iHR and requesting annual leave, please visit: https://intranet.hw.ac.uk/ps/hrd/i_HR/Pages/default.aspx

If you can’t find an answer to your query, please email ITHelp@hw.ac.uk and a member of HR or Information Services will assist you.

USS changes

From 1 April 2016 the benefits provided by USS are changing, as are the contribution levels payable by employers and members. Further details can be found at: http://www.uss.co.uk/news/Pages/ChangestoUSS.aspx
7. INFORMATION SERVICES

Information Services has completed a range of enhancements to its services and facilities for the new academic year.

Edinburgh Campus Library:

- New and refurbished study spaces on two floors, with the addition of a new 30 seat Quiet Study Room and 40 additional seats on the third floor. This contributes to an overall expansion of approximately 10% in seating capacity
- A new passenger lift, accessible from the Library entrance
- New arrangements for accessing our three-hour loan collection will enable borrowing whenever the building is open, which will again be 24x7 in semesters 1 and 2 this year
- Strip lighting throughout the Library is being replaced with LED technology, bringing ‘daylight’ colour, removing flicker and dramatically cutting our energy consumption

Enhancements to learning and meeting spaces:

- New Audio-Visual technology has been installed in 33 teaching and meeting rooms at the Edinburgh and Scottish Borders campuses, 10 of these for the first time
- Lecture Theatres 1-4 have all benefitted from new projection facilities

Enhancements to meeting facilities at Edinburgh Campus:

- A new audio system, similar to that in the Confucius Centre, has been installed in the Court Room
- Additional mobile audio equipment, similar to that used in Senate meetings, has been procured, allowing two concurrent meetings to be held

Enhancements to learning spaces at Scottish Borders Campus:

- Video conference and presentation equipment has been installed in High Mill 2.06
- The small Lecture Theatre has been completely overhauled and its AV equipment brought up-to-date

Enhancements to teaching and meeting facilities at Orkney Campus:

- All PCs are now imaged and managed from Edinburgh
- New equipment has been procured and will be installed in late September

8. MARKETING AND COMMUNICATIONS

A new University Communication Plan is in place ready for September. This has been developed to enhance and co-ordinate University-wide communication better.

A targeted digital marketing campaign for RUK recruitment at Clearing delivered an impression share of 40% in a very competitive market. This was supported by proactive communication highlighting our positive NSS results prior to A-level results.

We recently supported a successful visit by Fergus Ewing MSP, the Scottish Minister for Business, Energy and Tourism, where he explored with colleagues and students issues around extending the life of the North Sea basin.

Improvements in web performance continue with increased traffic to our Malaysia and Dubai landing pages. There have also been increases in traffic from specific countries (Oman/Pakistan/Egypt) and we are working with colleagues to understand and build on this trend.

A new China prospectus featuring a design reflecting our global community has been successfully delivered. To complement this, new Chinese language webpages have been developed which go live in September 2015.

Working in partnership with colleagues across campuses, a new promotional campaign, GoGlobal has been developed to promote the University Global Student Programme. The first phase is due for launch across all campuses during the first semester.
9. REGISTRY SERVICES

Preparing for the start of the new Academic Year

Online enrolment opened for all students on 6 August. A suite of Banner enhancements has been delivered, including functionality to:

- enhance fee calculation for Malaysia students
- enable Independent Distant Learning students to register and pay for courses online, which provides a smoother more-modern experience for IDL students, reduced staff processing effort and improved compliance
- upload invoice and abatement which reduces the time taken to enter scholarships and RUK abatements onto Banner

For UK-based international students, continuing students with Tier 4 visa are being required to complete a further ID check to meet increased compliance with UKVI rules. This can be done in the Student Services Centre. New Tier 4 students will be issued with Biometric Residence Permits on campus in Edinburgh and Orkney, saving new students the need to collect these from the Post Office.

Twenty nine teaching rooms have had equipment updated and/or been redecorated and had furniture replaced at the Edinburgh Campus. This includes three rooms in James Nasmyth Building (JN101-3) which have been redesigned for collaborative learning styles.

Programme Approvals Management System (PAMS)

The PAMS Project Board has approved that the system be released into a live environment for piloting and data input. This is an important milestone. It is expected that this stage will take until early 2016. When completed PAMS will provide a single online source for the recording of all programme and course approval information.

10. STUDENT RECRUITMENT

Undergraduate Recruitment

Following the release of the Scottish Higher and A-Level results the Clearing period has seen strong recruitment from the Rest of UK market, with institutional targets being met and surpassed. Despite the uncapping of student numbers in universities in the rest of UK, and uncertainty in the sector on how this would impact on recruitment, the trend at Heriot-Watt was very similar to the previous year’s strong performance. Demand for places has continued to grow for a sixth consecutive year with undergraduate applications increasing overall on last year by 4%.

Postgraduate Recruitment

Applications to postgraduate programmes at Scottish campuses have increased overall by 10%, with unconditional acceptances increasing by 4% and conditional acceptances by 24%, to the middle of August. International recruitment trends appear strong, with an increased number of pre-sessional English students registering over the summer.

International Recruitment Office

The European Association for International Education (EAIE) holds its annual conference at the Scottish Exhibition and Conference Centre in Glasgow on 15 -18 September. Heriot-Watt is amongst the Scottish universities sponsoring the event and will welcome delegates on a campus visit on Tuesday 15 September.

The three members of the China and East Asia Office team visited the Edinburgh Campus from 20 -27 August. The visit provided the opportunity to review and update China recruitment strategy and to meet colleagues from around the University. Chinese recruitment has remained strong for September 2015 entry, notably at postgraduate level where applications have increased by 11% and 19% for acceptances to PG taught programmes.
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)

Ms Vivienne White, Director of Administration (TEX)

Mr Derek Penman, Director of Administration (EPS)

Mr Campbell Powrie, Director of Administration (SML)

Mr Mike Roch, Director of Information Services

Mr Martyn Spence, Director of Marketing and Communications

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

Mr Tony Weir, Head of Research and Legal Services, Research and Enterprise Services

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

Mr Andrew Menzies, Director of Finance

Mr Paul Travill, Academic Registrar