HERIOT
WATT
UNIVERSITY

Secretary's Board Bulletin

Library Management Platform

Student Recruitment

Planning and Management processes

Registry update

Podcast: **Highlights from the February 2016 meeting**

Welcome to the February edition

This month the Board was excited to discuss our leading role in the national procurement for Library Management Platforms for all Scottish University Libraries. The new platform will be implemented this Summer in time for the new academic year.

We also discussed the need to focus on Student Recruitment and our conversion activities. Student conversion is central to our success as a University therefore we have created a new Conversion Group to make this a top priority.

The introduction of a new Emergency Planning Process and the reorganisation of our Registry Team were also topics of discussion and you can find out more about all of these projects in the features section.

Summaries from the Services and a video are also included to make it easier for you to access the latest news from the Board.

We appreciate your feedback so please send your ideas and comments to ProfessionalServices@hw.ac.uk.

Ann Marie Dalton
Secretary of the University

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Library Management Platform

Over the past six months Information Services led procurement for Library Management Platforms on behalf of Scottish University and Research Libraries. Working with APUC (Advanced Procurement for Universities and Colleges), this project was headed up by Iain Young, managed by Tricia Moscati and involved colleagues from all our campuses.

The market-leading product, Ex Libris Alma, will be implemented this Summer as part of the Information Services Modernisation Programme, ready for the new academic year.

We spend approximately £1.5 million on library resources each year and this state of the art platform will allow their acquisition, discovery, management and access on a single system. This will ensure that these resources are readily usable 24 hours a day, 365 days of the year, by our students and colleagues worldwide.

This is a very important milestone for Scottish University Libraries and means that Ex Libris Alma is now available to Scottish universities on common terms, saving us time and money on procurement and implementation.

For more information please contact Iain Young, Information Services.

Student Recruitment: focus on conversion activities

Following the UCAS deadline of 15 January there has been a year-on-year decrease of 8% in undergraduate applications to Heriot-Watt. As student conversion is central to our success as a University, a focus on conversion activities will be developed through a new Conversion Group, to make this a top priority.

Set up in liaison with the Secretary of the University, this group will include representation from Schools and Services across the University.

While this decrease is of concern, it is worth noting that this is the first reduction in applications in seven years. Contributing factors to the drop in applications will be considered carefully, with our initial focus on the impact of the upheaval in the Oil and Gas Industry and the drop in oil prices, which have had a financial impact in key markets.

The impact of the uncapping of student numbers in English Universities will also be considered as well as the influence of National Student Survey (NSS) performance on recruitment trends.

We have also noted a drop in early PGT applications so we will be monitoring this area as well, with a focus clearly required on PGT recruitment by all Schools.

Students have a great deal of choice of what University to go to and we need to work together across all Schools and Services to ensure that we are positively influencing student conversion and encouraging students to choose Heriot-Watt.

If you have any queries please contact Mike Bates, Director of Student Recruitment.

New Emergency Planning and Management processes

Emergency Planning is essential for all organisations. Our Health and Safety team, headed by Les Allan, has introduced new Emergency Planning and Management processes which include an Emergency Response Team and an Incident Support Centre.

As an initial phase of these new processes, we have acquired new software called "Incident Control Room" which provides the Emergency Response Team and our Security Service with a complete situational view by sharing live incident information from the system directly to colleagues' smartphones and tablets. This new software will be rolled out over the next few months and will help those teams manage incidents across all of our campuses.

If you are travelling internationally with work please remind yourself of the necessary travel notification processes you need to follow and make sure you notify the University. This is essential for insurance purposes and also enables us to provide you with the necessary support, should an incident occur.

More information on this will be shared as the processes develop but if you have any questions please contact Les Allan, Head of Health and Safety Services.

Registry update

A large restructure is taking place within our Registry Services Directorate, led by our Academic Registrar, Paul Travill.

Students are at the heart of what we do and this reorganisation will aim to develop a clustered Directorate that will ensure we provide a high quality service which is easier for students and colleagues to understand.

There are four key clusters within Registry Services:

- Admissions

- Integrated Student systems

- Student Services

- Integrated Quality and Academic Services

Additionally, it is really important that we maintain a strong relationship with our Student Union, listening to what our students are saying and ensuring that they remain our top priority and so Registry Services act as the key liaison with our Student Union.

We will continue to keep you updated on these changes. Please contact Paul Travill, Academic Registrar, if you have any questions.

1.

REPORT FROM THE DIRECTORS OF ADMINISTRATION IN THE SCHOOLS

Senate endorsed the recommendation that the current academic activities of the School of Life Sciences would be better supported as part of other larger Schools.

The specific recommendations are:

1. Environmental and marine science research activities, including the International Centre for Island Technology (ICIT) in Orkney, will join with the School of Energy, Geoscience, Infrastructure and Society (EGIS)

2. Food and drink research activities and health sciences research activities will be reorganised within research institutes within the School of Engineering and Physical Sciences (EPS)

3. All biology undergraduate programmes and environmental and marine science taught postgraduate programmes will be organised together within EGIS

4. Other taught postgraduate programmes and research degree supervision and training will be aligned with research activities as described in points 1 and 2 above

5. Psychology research activities as well as undergraduate and taught postgraduate programmes will merge with the School of Management and Languages (SML)

EPS has been awarded an Athena SWAN Bronze Award and preparations are now progressing to make a Silver Award submission.

Darren Cunningham, Director of Administration in MACS, made a successful bid for QAA-HWU Enhancement Funds to work on a digital production which captures experiences of student transitions involving students in all Schools across the University.

ICIT at the Orkney Campus has obtained funding from the Daiwa Foundation to allow for a visit by four staff to Nagasaki University in Japan to forge the development of teaching and research links between the two institutions.

2.

CAMPUS SERVICES

Excavation works

The 'sink hole' which appeared early in the New Year adjacent to the Esmee Fairbairn building was caused by the collapse of sandstone covers on a Victorian era field water drain (cundie) which passes through the site from the Robert Bryson Hall area and exits into the Fire pond adjacent to the Museum entrance.

The collapse also damaged a sewage pipe adjacent to the cundie resulting in a short period of discharge into the Fire pond and water courses. This sewage pipe is currently being pumped round the break in the system.

The Estates and Campus Services teams are carrying out a full investigation in order for remedial works to take place as soon as possible.

3.

DUBAI CAMPUS

New Programmes commencing in September 2016

The following programmes will commence from September 2016 at the Dubai Campus:

- Bachelor of Science in Computer Science
- Bachelor of Science in Computer Science (Computer Games Programming)
- Master of Science / PG Diploma in Finance and Management
- Master of Science / PG Diploma in Lean Six Sigma with Operational Excellence
- Master of Science / PG Diploma in Logistics and Supply Chain Management with Lean Six Sigma
- Master of Science / PG Diploma in Operations Management

The following programmes will be submitted to KHDA for approval in the next week. If approved, these will also commence from September 2016:

- Bachelor of Science in Psychology
- Master of Science / PG Diploma in Network Security

Accreditation by UAE Society of Engineers

A recent visit by the UAE Society of Engineers resulted in the accreditation of our Electrical and Electronic Engineering, Mechanical Engineering and Civil Engineering programmes.

4.
GOVERNANCE AND LEGAL SERVICES

Effectiveness Reviews

The Court Effectiveness Review is now complete and findings were reported to an additional meeting of the Governance and Nominations Committee on 21 January 2016. The findings will be reported onwards to the March 2016 meeting of the Court.

The Senate Effectiveness Review remains ongoing and members of the Secretariat continue to assist the Secretary of the University with the Review.

Assurance Mapping

The Secretariat is currently undertaking an assurance mapping process, following the approval of Charter and Statutes in September 2015.

The aim of the assurance mapping exercise, which will incorporate recommended changes where necessary, is to provide the Court with assurance that the University has in place the appropriate delegated authorities, policies, processes and governance oversight to ensure that the University is complying with its own instruments of governance. The exercise is being widened out to provide assurance against external requirements, including compliance against key pieces of legislation and regulatory controls such as the Scottish Funding Council Memorandum.

University Executive

The Secretariat have assisted the Principal in reviewing the format and frequency of University Executive meetings. Meetings will now be held weekly, with one meeting a month focused on strategy and one on performance.

5.
HUMAN RESOURCE DEVELOPMENT

Global Employee Experience Forum

The University is changing the focus of the Employee Engagement Forum, to ensure it covers colleagues across all campuses and grades. It has been relaunched by the Secretary of the University, under a new terms of reference, and was featured in her January podcast.

Staff events

The Principal hosted his first Pride and Ambition event at Hermiston House on the evening of 21 January 2016. Heads of School and Directors of Services were asked to provide nominations for attendees from within their teams, taking account of views from colleagues, students and other stakeholders.

The first Long Service dinner was hosted by the Principal on 9 February. A Long Service lunch is being hosted by the Secretary of the University on 12 February.

These events are part of Heriot-Watt's 'Creating Pride & Belonging' employee engagement initiative approved by the University Executive in August 2012.

6.
INFORMATION SERVICES

Internet connectivity and campus networks

The Edinburgh Campus connections to the UK JANET network and the internet have been upgraded, doubling our external connectivity speed to 2Gb/s. Further upgrades are planned for later this year.

The internet service to the Heriot-Watt University Malaysia Campus has been upgraded from 100Mb/s to 170Mb/s.

The JANET connection for the Scottish Borders Campus will be upgraded from 100Mb/s to 1GB/s on 4 April.

Research Data Management

Working with the Research Data Working Group, we have developed guidance for researchers on using our systems for Research Data storage using existing H: drives and Office365 OneDrives which already offer secure, duplicated and backed up storage.

See http://www.hw.ac.uk/is/research-support.htm for more information.

7.
MALAYSIA CAMPUS

The MSc Construction Project Management and the Foundation in Business programmes have received full accreditation.

A Career and Internship Fair will be held on campus on 1 and 2 March with a number of companies taking part in career talks and presentations to students.

Information Systems has joined forces with Sols Tech, Hewlett Packard and the HWUM AIESEC student club to launch a PC recycling programme as part of a Corporate Social Responsibility campaign. A migration process to Skype for Business is being implemented to improve communication with other campuses and access to better quality video calls.

The Ministry of Higher Education in Malaysia has approved the exemption of pre-arrival medical tests for Edinburgh Campus students who wish to undertake a period of study of less than 12 months at the Malaysia Campus. This approval is timely with the launch of Go Global and will reduce the barriers for students to apply to an Inter-Campus transfer.

8.
MARKETING AND COMMUNICATIONS

We have re-designed the UG prospectus to reflect our more aspirational, dynamic positioning and these will be the foundation for a new UG student recruitment campaign. Work is now commencing on our campus and China marketing collateral to create a consistent global family of marketing materials.

The Go Global campaign was successfully delivered to internal audiences with very positive feedback and 169 students completing interest forms by 25 January. This campaign continues across the campuses as we move from awareness raising to prompting applications. Go Global is also being used with potential students. Schools were involved in the launch with SML in particular working closely with the Go Global team and helping with the stalls.

Over recent months significant improvements have been delivered to the website content including:

- 60 new country pages created for international students
- New profiles added of distance learning students
- A new UG open day video
- Go Global pages launched with student profiles/links to blogs

Media Services launched their web 'store front' service in January providing EGIS Distance Learning students with the ability to order their learning materials on-line.

As part of University-wide professional skills development, Picklejar Communications delivered a very well received session on Writing for the Web, with the participation of colleagues from Edinburgh, Malaysia and Dubai campuses.

The University is improving two-way communications by introducing revised team briefings for all colleagues, with information being fed regularly from the University Executive. This was launched at the University Leadership Forum.

Finally, work is continuing on a range of strategic projects to enhance our digital presence, from the migration of our prospectus content, through to a complete review of our content and social media strategy. Edinburgh-based digital marketing agency, Whitespace, has been appointed to support this key development.

9.
REGISTRY SERVICES

SARP

The Student Administration Revitalisation Programme (SARP) is now underway. This will be a three/four year project which will review and modernise the University's key student administration business processes.

SARP will focus on the entire student lifecycle and consider the needs of all campuses. It will ensure that processes are appropriate for all systems and also relevant for the future.

The first work includes the issue of a tender for a replacement CRM/Admissions System, software upgrades and consideration of data structures within SAS.

Admissions

UCAS ran a survey to gain feedback on the proposal to have name blind applications and the team collated the University's response to this. Comments have been received from colleagues in Student Support and Accommodation, Registry and Student Recruitment and members of Equality and Diversity Advisory Group (EDAG) before submission to UCAS in early February.

Quality Assurance

A new study abroad approval process has developed (and approved by QSC), to expedite a number of one-way study abroad partnership agreements, being set up by the Malaysia Campus. Procedures are now being developed.

Learning and Teaching/Enhancement

A University Retention Strategy 2016 has been produced and approved by the Learning and Teaching Board and an accompanying Operational Plan is currently being developed.

HWU Student Union (HWUSA)

The Stage 2 wind-up of the old unincorporated charity was completed and OSCR has now finally amended our online records to the new Incorporated Status. This concludes the charity incorporation for HWUSA.

10.
RESEARCH AND ENTERPRISE SERVICES

Research Grants and Contracts

For the year to date (up to the end of December 2015), the University has been awarded over £9m in new research grants or contracts, with just under £400k across four Schools for December alone.

Over the same period there were 33 projects approved for submission by RES amounting to £10m across five Schools. Notably EPS have secured funding from The Leverhulme Trust to bring in two artists to work with both physicists and bioengineers to develop creative outputs inspired by their research.

Business Development, Knowledge Exchange and Enterprise

Major changes are being implemented by the Scottish Funding Council to the Knowledge Transfer Grant (KTG) which will potentially impact on the level of KTG awarded to the University.

KTG is to be replaced by a platform grant of £250k to each institution and the "University Innovation Fund" (UIF). Universities are expected to match the £250k from existing commitments, and in future to bid into the UIF in a collaborative manner, with other universities or agencies, to support the delivery of the Scottish Government Can-Do objectives and Innovation Scotland Forum action plan.

East Scotland Knowledge Transfer Partnership (KTP) Centre

Robert Goodfellow is to chair the East Scotland KTP advisory/steering group for 2016. We now have 12 active KTPs, placing Heriot-Watt as lead institution in the East Hub, with a further three in preparation for February submission.

£1.3m Engineering and Physical Sciences Research Council (EPSRC) Platform Grant

A collaboration agreement has been concluded with Edinburgh and Goldsmiths for a substantial £1.3m EPSRC Platform Grant led by Professor Ireland (MACS). Other major collaboration agreements concluded are with Glasgow and Royal Holloway and with Jaguar, Landrover, Edinburgh and Birmingham universities, led by EPS.

11.
STUDENT RECRUITMENT

UCAS conversion events

A series of conversion events is being held throughout the UK following the 15 January UCAS deadline. Applicant Evenings will be held in Birmingham, Carlisle, Manchester, Leeds, Newcastle, Belfast, Derry, Bristol and London during February and March. Events focused on Wider Access applicants will be held in Glasgow and Dundee.

On-campus conversion events are focused on Applicant Visit Days, with dates confirmed as:
- Friday 11 March
- Friday 18 March
- Friday 1 April
- Friday 8 April
- Saturday 9 April
- Friday 15 April

Global Recruitment and Marketing Workshop

The Global Recruitment and Marketing Workshop took place on 19 and 20 January and was attended by around 50 participants over the two days. Representatives from the Dubai and Malaysia Campuses as well as from the China & East Asia and India Offices attended the event in Edinburgh.

The programme included external speakers focusing on Global Recruitment trends and developments in International Digital Marketing.

Key recommendations from the workshop included:
- Increased focus on conversion activities, notably including more institution-led coordination
- Enhanced digital marketing, with plans being brought forward for increased social media activity
- Greater integration between Alumni Relations and Student Recruitment & Marketing activities
- Further clarification and dissemination of updated 'Go Global' campaign
- Re-examine how academics travelling internationally can be tasked with supporting international student recruitment activities

The School and Professional Service representatives of the Board are:

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

Mr Darren Cunningham,
Director of Administration (MACS)

Mr Derek Penman,
Director of Administration (EPS)

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

Mr Mark Adderley,
Director of Human Resources

Mr Malcolm Deans,
Director of Campus Services

Mr Campbell Powrie,
Director of Administration (SML)

Dr Alicia Greated,
Director of Research and Enterprise Services

Mr Mike Bates,
Director of Student Recruitment

Ms Maggie Dunn,
Director of Administration (SLS)

Mr Mike Roch,
Director of Information Services

Ms Vivienne White,
Director of Administration (TEX)

Ms Philippa Burrell,
Director of Administration (EGIS)

Ms Morag Heggie,
Director of Administration (EBS)

Mr Martyn Spence,
Director of Marketing and Communications

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

Ms Sue Collier,
Director of Governance and Legal Services

Mr Andrew Menzies,
Director of Finance

Mr Paul Travill,
Academic Registrar