

# Secretary's Board Bulletin

Developing  
our voice and  
reputation

Scholarships  
and Bursaries  
Review

Student  
Administration  
Revitalisation  
Programme



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

## Welcome to the March edition

A key topic at this month's Board was the implementation of the refined Heriot-Watt brand. This dynamic and modern design articulates the key features and attributes which make us attractive and distinctive as a University and will help us to compete successfully worldwide for students, research funding and investment in the future.

We discussed the Scholarships and Bursaries Review which will help to improve the student experience by introducing a simple, standardised Scholarship Framework. Paul Travill also updated us on the Student Administration Revitalisation Programme (SARP) which

is a key programme of transformation of business processes and systems across the University.

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

**Ann Marie Dalton**  
Secretary of the University

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

# Developing our voice and reputation

The Board discussed the progress of the refined Heriot-Watt brand which began to be rolled out from Monday 29 February. This builds upon a new brand 'personality' that has been developed with contributions from colleagues, current and prospective students, alumni and the University Court.

The brand builds on the proposition that Heriot-Watt graduates, academics and professional staff are **Leaders in Ideas and Solutions**. It is being introduced on digital channels and through the new undergraduate student recruitment campaign, **See the world, then change it**. This will be followed by further campaigns aimed at other University audiences. The Board was pleased to hear the positive feedback received from colleagues and the Student Union President about our new recruitment campaign.

**Maximum impact – minimum waste!**



In the introduction of our refined brand we plan to deliver maximum impact with minimum wastage and cost so the changes will be phased in over 12-18 months. The simplified logo can sit alongside the current one as we replace existing campaigns and materials when they come to the end of their natural life cycle.

If you haven't already, please watch the [Principal's video - Developing our voice and reputation as a global university](#). And you can also find more information and the simplified Heriot-Watt logo and email signature along with other useful documents on the Staff Intranet at [Heriot-Watt Brand Refinement](#).

For more information please contact [Martyn Spence](#), Director of Marketing and Communications.

# Scholarships and Bursaries Review

Following the creation of the Scholarship and Global Student Programme Office (GSP) in September 2015, we have implemented a University-wide review of Heriot-Watt's Scholarship and Bursary opportunities to help improve the student experience.

There is a general consensus that a more coordinated and consistent approach would be beneficial and the creation of the new Scholarship and GSP Office is regarded as an opportunity to begin this transition.

Steve Watson, Scholarship and Global Student Programme Manager, is leading this review and he presented his key findings and recommendations to this month's Board. In summary, the recommendations include:

- Establish University-wide terminology and definitions of key concepts for Scholarship, Bursary and Fee Discount
- Standardise scholarships offered as an institution rather than School-specific
- Standardise application period and processes
- Standardise eligibility/criteria for selection

The next step is to present a proposal for a new Scholarship Framework to the University Executive, with the aim of producing a Scholarship Policy and a Procedure Manual in time for the new academic year, with the view to rolling out the new Programme for 2017/18 entry.

We will continue to keep you updated on this review but if you have any questions please contact [Steve Watson](#), Scholarship and Global Student Programme Manager.

# Student Administration Revitalisation Programme (SARP)

The Student Administration Revitalisation Programme (SARP) is an ambitious transformation programme of our processes and systems that support and underpin the academic and student administration of the University globally.

SARP will review and modernise our student administration business processes and transform the way we work with applicant and student data. We are putting at the heart of the programme an improved experience for students, applicants and colleagues, ensuring both processes and systems meet our global campus needs.

Over the next three to four years we will see the implementation of a number of projects as part of the change programme:

- Data, Privacy and Reporting
- Enabling (Technology)
- Admissions, Recruitment and Marketing
- Student Administration
- Student Finance
- Exam Board Management
- Student Communications and Experience
- Academic Administration
- Timetabling

A SARP Programme Board has been established and work has already started. Some highlights so far include:

- Information sessions for Registry and School colleagues have taken place
- A tender of a new integrated CRM and Admissions system has now been issued. It is expected to select the new system in April and prepare its launch, initially at the Malaysia Campus in May 2016
- The purchase of Banner Document Manager and e-Visions reporting software

We will continue to keep you updated on the programme. Please contact [Paul Travill](#), Academic Registrar, if you have any questions.

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

The Student and Programme administration teams in Schools are now preparing documentation for examination boards at the end of this semester, collating examination papers for External Examiners and arranging mid-term tests for special needs students.

Schools are working hard on conversion activity and processing applications quickly. Greater use of the CRM system is planned to help with this conversion activity.

Invitations have been issued for applicant visit days at the Edinburgh and Malaysia campuses. More high quality digital marketing content is now available on the web to promote specific Schools and specific programmes.

PDRs are progressing well in Schools. Global Platform appointments continue to be made with recent recruitment rounds attracting an impressive array of applicants both in number and quality.

Schools have just produced their respective second quarter forecast outturn. The focus now will be on production of the five year plan.

SML is hosting its annual [Multilingual Debate](#) on 23 March 2016 at the Edinburgh Campus. The event showcases the interpreting skills of undergraduate and taught postgraduate students on SML's interpreting and translating programmes and takes the form of a formal debate with two multilingual teams arguing for and against a motion of topical interest in a range of languages. The teams deliver their views in their various native languages (French, German, Spanish, English, Arabic, Chinese and British Sign Language).

The event is an important element of our student recruitment strategy and takes place in front of a capacity audience of pupils from Scottish and English secondary schools and undergraduate language students from other universities.

For more information visit the [Multilingual Debate 2016 webpage](#). If you would like to attend please let [Campbell Powrie](#) know and he will reserve a seat.

## 2.

### GOVERNANCE AND LEGAL SERVICES

#### Freedom of Information Requests Review 2015

In 2015, the number of information requests submitted reduced from 218 to 193. Approximately 850 items of information were asked for and 96% of requests were responded within the statutory 20 day deadline. We received only one review request in August 2014: HS2 Rayleigh waves research.

In 2015, there was an unprecedented number of requests regarding our IT contractual arrangements and IT projects: 20% of all requests were IT/contracts related compared to 9% in 2014. Colleagues in Procurement and IS bore the brunt of this increase though some we managed to dismiss on costs grounds. Following careful examination of the requests, we believe that the majority of these requests have been submitted by just one overseas company.

Our thanks to all our colleagues for helping us manage the continuing high level of case-files and the impressive response turnover. Without your continuing co-operation and assistance, we would not be able to achieve these performance measures.

If any colleagues would like further advice about Freedom of Information, or training on how to apply exemptions / redactions in papers they produce, please contact the Information Governance Coordinator, Frank Lopez [F.Lopez@hw.ac.uk](mailto:F.Lopez@hw.ac.uk) 0131 451 3274

## 3.

### HUMAN RESOURCE DEVELOPMENT

#### Centre for Academic Leadership and Development

Scottish Crucible has secured a three year funding package from the Scottish Funding Council. This is really good news and will ensure that the ALD-led national 'leadership & development' programme for academic researchers will continue to be delivered across Scotland.

More information can be found at: <http://www.hw.ac.uk/news/staff/ald-innovation-in-academic-leadership.htm>

A call for applications for Scottish Crucible 2016 closed on 7 March and saw a surge in visits to the new [Scottish Crucible website](#) (Over 1000 individuals from UK visited multiple pages of the website in the first week).

#### Performance Development Review

PDR for 2016 is well underway. Managers are scheduling PDR meetings and reviewing the development available for their teams. If you do not yet have a date in your diary for your PDR meeting, please speak to your reviewer about scheduling this to take place by the end of March.

The University Executive has agreed a 95% completion and entry into iHR target for PDR meetings.

All [PDR information](#) can be found on the Staff Intranet. If you need any advice on PDR please contact your PDR reviewer in the first instance.



# 4.

## INFORMATION SERVICES

### Research Support

IS staff have informed and supported the development of the University's Research Data Management Policy and Procedures which are summarised on the IS website at: <http://www.hw.ac.uk/is/research-support.htm>

Amongst our services to researchers are:

- Advice on Open Access and Open Data
- A facility added last year to allow the Pure Research Publications Repository to store data related to published articles
- A new R:Drive for University-wide, backed-up data storage (available to research groups on request)
- Microsoft Office 365 OneDrive, offering every student and staff member 1TB of offsite storage that they can access from anywhere at anytime and share with collaborators all over the world

### Learning Facilities Modernisation

IS staff are currently centrally involved in several exciting projects to enhance student learning facilities at the Edinburgh Campus:

- The 'Options Appraisal' exercise to inform the future development of the 40-year old Cameron Smail Library has begun with an initial scoping meeting of architects Parsons Brinkerhoff, design team Lewis & Hickey and quantity surveyors Taylor & Townsend with senior managers from the Directorate and Campus Services
- Various teaching and learning spaces are to be upgraded in Summer 2016 and we are contributing to the specification of furnishings, infrastructure and learning technology
- The Elements dining area is to be redeveloped as a Learning Commons this summer. Many other universities have developed such facilities which aim to offer a library-like learning environment but without allocating the space, infrastructure and staffing that are required for printed materials

### Skype Video Conferencing

Now that all colleagues have been moved to the Microsoft Office 365 system, we strongly recommend that Skype for Business (SfB) is used for University communications in place of the free-download consumer Skype.

Skype for Business offers many benefits over consumer Skype:

- SfB is an integrated part of Microsoft Office 365:
  - Call any colleague using Outlook's Global Address Book (instead of having to know their personal Skype ID)
  - Schedule an online Skype meeting and invite participants using Outlook's calendar
  - See colleagues' availability for a call
- More colleagues can participate in a call. In principle, up to 250 audio-only, (although each participant will need enough internet bandwidth to connect to all other participants)
- SfB apps are available for Apple, Android and Windows mobile devices
- If you need to call non-HWU people who have a consumer Skype ID, you can do this from Skype for Business

A Skype for Business User Guide is now available at <http://www.hw.ac.uk/is/guides/user-guides-handouts.htm> )

# 5.

## MALAYSIA CAMPUS

Heriot-Watt University Malaysia hosted the launch the [UK's Government Education is Great](#) Campaign on 22 February. At the event, a Memorandum of Understanding between the University and Shell was signed to establish five joint scholarships for students to study selected programmes at HWUM.

A campus transfer survey was carried out to gauge undergraduate students' inclination to transfer to another campus. 13% indicated that they were certain to transfer, 27% were not going to transfer and 60% were still considering. A high percentage of students are keen on spending some time abroad.

The Employee Welfare Committee organised a Chinese New Year lunch on 17 February at which colleagues came together for the tossing of the "yue sang", a traditional dish where typically strips of raw fish, shredded vegetables and condiments are tossed high with chopsticks to symbolise prosperity and abundance.

The student portal self-service banner views of Oracle financials student accounts was launched on 5 February to allow students to self-manage their fees outstanding in line with the due dates. This would reduce a reliance on manual staff interaction with students for fee collection. Malaysia is the first campus to implement this new feature.



## 6. MARKETING AND COMMUNICATIONS

Heriot-Watt recently became a member of [The Conversation](#) and has already had two articles published by our academics that have reached 11,243 readers and been re-published on 11 media/social media sites.

We supported the successful delivery of a number of key events including: the Principal's Inaugural Lecture in Malaysia, the Chinese New Year celebrations and the launch of the GREAT Year of Education in Malaysia at Imperial College London, which featured four students from Heriot-Watt.

The new virtual tours of the campuses, specialist school facilities and accommodation are now live on the website providing a better opportunity to explore our facilities online. We've also had some great entries for our vlogging competition, a day in the life at Heriot-Watt, from students in Dubai, Malaysia and Edinburgh all getting involved so far.

The University is introducing Face to Face briefings, from this month, with information being fed regularly from the University Executive to be cascaded through management structures and the opportunity for feedback and questions. Members of the Leadership Forum have received the first monthly briefing note to facilitate discussion and two-way communication within Schools and Services. A consistent, regular face to face channel will help us as a University to develop and maintain a shared sense of purpose in delivering our goals.

## 7. REGISTRY SERVICES

### Student Surveys

The University launched the new [Annual Survey](#) for all undergraduate, IDL and ALP students on 29 February. It is designed to help improve the global student experience.

The key features of the Annual Survey include:

- Combination of the existing suite of Professional Services and Student Union surveys into one survey
- Analysis and reporting will be undertaken in partnership with students and the Student Union
- Its design includes aspects of the NSS so we can identify trends and areas to address in time for a cohort completing the NSS in their final year

### Programme and Course approvals

PAMS software has now reached the final testing stage and the vast majority of records of existing programmes and courses have been populated and checked. It is planned that PAMS will become the official repository of programme information from 1 March and for course information from 1 May.

## Go Global

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The application period for [Inter-Campus Transfers](#) opened from 1 February to 14 March for students at the UK, Dubai and Malaysia campuses who wish to transfer to another campus for one semester or longer. An encouraging response has been received so far from all Schools within which a transfer is possible, and there is a high level of enthusiasm among students.

## HWU Student Union

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The Student Elections 2016 launched on 18 February. A [dedicated website](#) has been created to provide students with information throughout the election period.

The Student Union Officers elected will work closely with all levels within the University to ensure the student experience is as good as it can be.

# 8.

## RESEARCH AND ENTERPRISE SERVICES

### Over £13.5M in Research Grants and Contracts

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For the year to date (January 2016), the University has been awarded over £13.5m in new research grants or contracts, with over £3.3m across four Schools in January alone. Over the same period there were 65 projects approved for submission by RES amounting to £15.5m across all six Schools.

### Knowledge Exchange and Enterprise

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Following the 2015 review by the Scottish Funding Council (SFC) of the University Knowledge Transfer Grant scheme, the Heriot-Watt University Innovation Fund (UIF) proposal was submitted to SFC on 1 February 2016.

The UIF proposal supports Heriot-Watt University 2013-18 strategy and restates how the University will develop "innovation and entrepreneurship in the creation of new enterprise" whilst maintaining a focus on research activity, university-business interaction, public engagement and development of professional services staff.

### Business Development

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Heriot-Watt, Edinburgh Robotics and the Edinburgh Conference Centre have won the bid to host the 2017 European Robotics Forum Conference. The conference will bring more than 600 robotics research leaders to Edinburgh in summer 2017. Hosting the ERF2017 is a major achievement for Heriot-Watt, significantly raising the University's global profile in robotics.

# 9.

## STUDENT RECRUITMENT

### Undergraduate Conversion events

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On-campus conversion events are focused on Applicant Visit Days, with dates confirmed as:

- Friday 18 March
- Friday 1 April
- Friday 8 April
- Saturday 9 April
- Friday 15 April

Edinburgh Campus colleagues are advised that on these dates car parks will be busier than usual. You may wish to consider car sharing or using public transport on these dates to avoid any difficulties in parking.

Off-campus Applicant Information Evenings are being held with 10 events throughout the UK from mid-March to mid-April. As of 15 February, the number of Rest of UK applicants signing up to the events has increased year-on-year from 231 to 307.

### Conversion Group

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A new Conversion Group has been formed and chaired by the Secretary of the University. The Group's remit is to look at all conversion activities that will maximise recruitment for September 2016 to the UK campuses.

Key issues being addressed by the group include:

- Application Conversion Monitoring: Ensuring optimal turnaround time of all applications. A new institution wide target of five working days is being discussed for all 'recruiting' uncapped categories
- Unconditional Offers to A-Level Applicants: The group is considering changing competitor activity in this area and how Heriot-Watt is responding
- Recruitment Opportunities: Focus is on preparation for Clearing Campaign in August 2016
- Digital Presence: Improving our digital presence, notably around social media presence and use of 'The Student Room' website, used by ~75% of UCAS applicants in the UK
- Scholarships: The group is considering the development of a more coherent and consistent approach to scholarship provision across the University.

# 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*