

Secretary's Board Bulletin

Student Retention

Safety and Security
Services

Update on SARP

Roll out of Face to
Face briefings



Welcome to the April edition

Top of our agenda this month was the issue of Student Retention, which is something that every one of us needs to turn our attention to. The Board reviewed the challenges facing us on this issue and both Schools and Services are working together on an Action Plan to help with retention across the University.

There have been some changes to our Health and Safety Service and I'm delighted to announce that Les Allan is now Director of Safety & Security Services. Les was previously Head of Health and Safety for years and we wish him every success in this very important role, ensuring that we provide a safe environment for our colleagues and students.

The Board also discussed the progress on the Student Administration Revitalisation Programme (SARP) and we received positive feedback on the recent roll out of the Face to Face briefings.

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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ProfessionalServices@hw.ac.uk

Student Retention

This month Richard McGookin, Director of Planning, presented the Board with interesting data which revealed the extent of the retention challenges we are facing at the moment.

Student retention is something which we all need to be aware of and work together to address. The University Retention Strategy 2016 and its accompanying Operational Plan have been considered by both the University Executive and the Senate. The Services, led by Paul Travill Academic Registrar, are producing an Action Plan on how we will be helping with retention across the University. This will be presented to future meetings of both the Learning and Teaching Board and the Secretary's Board.

This needs to be a joint effort with Schools and Services working together to ensure our students enjoy a good experience at Heriot-Watt and choose to stay with us for the duration of their studies.

We will continue to keep you updated on this important issue.

For more information please contact [Richard McGookin](#), Director of Planning or [Paul Travill](#), Academic Registrar.

Safety and Security Services

We are expanding the structure of the Health and Safety Service and delivering a new service called Safety & Security Services.

As part of these changes we have created the new role of Director of Safety & Security Services and are delighted to announce that Les Allan has been appointed to this post. Les and his team have a very important role and will continue to deliver an even safer environment for our colleagues and students across the University.

The Director's primary purpose will be to provide direction and support on all safety, security and emergency planning matters to the University Executive and Heads of School/Directorates. This includes formulating and implementing strategies and policies concerning the University community, in line with its strategic goals, objectives and values.

This role will provide direction and support to all our Campuses on any safety and security matters and will have a strategic function enabling the University to be at the forefront of Safety & Security.

For more information on the rationale for this change and the role of the new Safety & Security Service please go to the Governance and Legal Services Summary within this Bulletin.

If you have any further questions you can also contact [Sue Collier](#), Director of Governance and Legal Services.

Update on Student Administration Revitalisation Programme (SARP)

The Board discussed and monitored the progress of SARP, our ambitious transformation programme of our processes and systems that support and underpin the academic and student administration of the University globally.

This programme will ensure that both processes and systems meet our global campus needs while transforming the way we work with applicant and student data.

Over the next few months we will be hosting themed community open workshops at our Edinburgh, Malaysia and Dubai Campuses. These will look at areas of potential enhancement for the beginning, middle and end of the student journey.

Since the last update, the University Executive and Secretary's Board have agreed that this should be a One Heriot-Watt Project, which is a key project for the whole University worldwide.

This proposal will now go to the next meeting of the University Leadership Forum for agreement and we will continue to keep you updated on its progress.

Please contact [Paul Travill](#), Academic Registrar, if you have any questions.

Roll out of Face to Face briefings

We saw the first Face to Face briefings roll out across the University in March and we're pleased to say that we've received very positive feedback from a number of areas.

We are about to embark on the roll out of the second Face to Face briefing and it's important to remember why we are doing this. In the Employee Engagement Survey last year, colleagues expressed concern that there was a lack of two-way dialogue across the University. You asked for more regular engagement using a communications channel which allowed you to feedback your views and be confident that these views would be shared with senior management enabling responses to be made to the issues you raise via Face to Face.

The new Face to Face briefings provide you with this two-way channel. We will continue to deliver these on a regular basis and will build on the success of the first briefing. Please participate as much as you can in the future briefings in your area so we can really hear the views from our colleagues across the University.

If you have any questions about the Face to Face briefings please contact [Martyn Spence](#), Director of Marketing and Communications.

1.

REPORT FROM THE DIRECTORS OF ADMINISTRATION IN THE SCHOOLS

Student Recruitment, Admissions & Marketing

The Secretary of the University has formed a Conversion Group made up of colleagues from Schools, Admissions and Marketing to drive forward the conversion of students and to share good practice. This group meets regularly to review offers and conversion and will continue to meet until after clearing in August.

Undergraduate laboratories

The University has released £750,000 to renovate and upgrade an area of the Nasmyth Building to accommodate additional student numbers in Chemical and Mechanical Engineering programmes. This additional lab space will allow the transfer of students from our overseas campuses in Malaysia and Dubai into EPS's most popular programmes.

PGR Photographic competition

EPS are running its annual PGR Photographic competition for PGR students and staff to encourage cross discipline interaction and team development. This competition attracts a large number of entries competing for the prizes of £150, £100 and £50.

See <http://intranet.hw.ac.uk/schools/eps/pgr>

Technical staff development

Dr Katherine Forsey from HEaTED (www.heated.ac.uk) and Dr Ali Orr from the Science Council (www.sciencecouncil.org) met with Directors of Administration, Technical Managers and HR to discuss the benefits of the HEaTED technical training programme and networking events, and the Science Council's professional registration scheme for scientists. Further discussion will take place to develop technical staff training and development.

Face to Face Briefing Sessions

The new Face to Face briefing sessions have been taking place across Schools with senior managers passing on information from the University Executive and local information from Schools back to the University Executive and the Secretary's Board. This initiative has been welcomed by staff and has allowed increased communication across the University.

2.

GOVERNANCE AND LEGAL SERVICES

Changes to the Directorate: Creation of Safety & Security Services

Introduction and Rationale for Change

Following the introduction of legislation requiring Universities to "have due regard to the need to prevent people from being drawn into terrorism" the Directors of Campus Services and Governance and Legal Services (GALS) have reviewed its impact on the operation of their services. Campus Services oversaw local security on the Edinburgh Campus and GALS is responsible for emergency incident planning and management across all the University campuses. Having given significant consideration to the additional responsibilities, the Directors are in agreement that it is not operationally sound to undertake these activities separately.

Change

The change is to expand the structure of the Health and Safety Service and its remit to include responsibility for Security Services on Campus, and deliver a new service – Safety & Security Services. This includes transferring over of the Security team from Campus Services.

Les Allan has been appointed to the new post of Director of Safety & Security Services and his primary purpose will be to provide direction and support on all safety, security and emergency planning matters to the University Executive and Heads of School/Directorates.

The second role change is the creation of a Security and Resilience Manager post within Safety & Security Services. This role holder will have responsibility for the development and implementation of a University Security Management Framework.

The New Service

The primary role of Safety & Security Services is to provide an integrated framework to:

- Support an ethos of effective risk control to protect our staff, students and others; and which protects University property and assets.
- Provide competent advice to the University Executive in support of the development and application of a safety and security management framework which ensures that the University can meet its statutory requirements and contributes to the University's values.
- Ensure that the University has a modern security provision which meets its needs and enhances its reputation whilst supporting its strategic plans.

- React proportionately to threats to the University's business processes by provision of robust emergency planning and management framework which protects the University's population and secures its assets.

3. HUMAN RESOURCE DEVELOPMENT

Heriot-Watt at the Edinburgh International Science Festival

HW Engage coordinated Heriot-Watt academic staff participation in the Edinburgh International Science Festival. We were delighted to be one of the sponsors of this year's festival and run a variety of shows and exhibitions. More information can be found at <http://www.hw.ac.uk/research/engage/edinburgh-festivals.htm>.

Principal Public Engagement Prizes

HW Engage has opened the call for nominations for this year's Principal Public Engagement Prizes. The Prize, now in its sixth year, rewards those who go above and beyond to engage the public in their research. All those who engaged the public with their research can apply for this prize or be nominated! <http://www.hw.ac.uk/news/staff/principal-s-public-engagement-prizes-2016.htm>

Spirit of Heriot-Watt Awards

The 2016 Spirit of Heriot-Watt Awards are our annual event to recognise those colleagues who have 'gone that extra mile' and fully show our values in everyday activities. The awards also acknowledge the range of groups, individuals and organisations that work with and for the University to meet our goals through the 'Spirit of Heriot-Watt Partner Award'. This year's prize giving event will be hosted by the Principal on 9 June 2016 where the winners will be announced. <http://www.hw.ac.uk/news/staff/nominations-are-open-for-the-2016-spirit-of.htm>

International Women's Day

The recent International Women's Day welcomed speakers from across the University Community. While delivered effectively and professionally, with some excellent speakers, the event was not as well attended as had been hoped, and thinking has now started on the format for next year.

4. INFORMATION SERVICES

All our Libraries are becoming busier as we approach the exam revision period. Information Services is cooperating with other Professional Services to highlight the availability of alternative study locations.

IS staff have been working with colleagues in other Professional Services on the dozen projects which comprise the 2015-16 Information Systems Modernisation Portfolio, including the Student Administration Revitalisation and the Business Systems Modernisation Programme. Whilst some of these projects are planned to run into 2016-17 and beyond, all are currently on schedule and budget.

5. MALAYSIA CAMPUS

Final approval from the Ministry of Higher Education has been received for the UG International Business Management, Accounting and Business Finance and Business Management UG degrees. These degrees can now be marketed for 2016/17.

A total of 179 students have been accepted for the Foundation April 2016 intake, commencing on the 6 April. Student induction for this group will commence on the 6 April.

The first careers and internship fair was held on 4 March, bringing together companies such as Shell, Maybank, RBC investor and Treasury services, and Nippon Paint. The first fair was very well attended and received good feedback from students and exhibitors.

The student recruitment office has remained open seven days a week from the month of March until 17 April to allow prospects to visit the campus at any day of the week. An open day was held on the 19-20 March with 300 attendees and 58 applications were received.

6.

MARKETING AND COMMUNICATIONS

The Directorate successfully launched the refined brand on digital channels as part of our new UG campaign for 2017. The launch included a new [UG landing page](#) and the introduction of new social media icons. We are now actively rolling the brand out across all University channels and communities.

Significant effort from the team has gone into delivering events which have enhanced our reputation. These included the Queens Anniversary Prize award and the first Vice-Chancellor's Distinguished Lecture with BP Chief Economist, Spencer Dale, providing real insight into future world energy consumption. We also supported the recent visit of the Scottish Affairs committee to the Orkney Campus.

Along with much positive news coverage, three new articles have been published by Heriot-Watt academics in The Conversation that reached 10,452 readers and have been re-published on six media/social media sites. The Communications team has also continued to facilitate the delivery of the new 'Face to Face' briefings from the University Executive for use by University Leadership Forum members with their teams.

University social media performance improved again this month with an overall 5% increase in engagement and a 116% increase in twitter impressions partly fuelled by the Queens Anniversary Prize Award. Overall web performance to some of our key landing pages continued to improve with an increase in users from Malaysia (24%), UAE (28%) and China (89%). And our [new campus virtual tours](#) which allow potential students to view and explore our Dubai, Edinburgh, Malaysia, Orkney and Scottish Borders Campuses, went live in early February and are generating good feedback and traffic.

Finally our music continues to inspire internally and enhance our reputation at iconic Scottish venues. The lunchtime music event in March had a great audience for this amazing musical performance and our Chamber Choir delivered a sell-out candle lit concert on 19 March at Rosslyn Chapel that was generally considered to be the best it has ever done artistically.

7.

REGISTRY SERVICES

Admissions

The advisory deadline for returning decisions to UCAS for applications received by 15 January deadline was 31 March. The Admissions Office issued Outstanding Decisions Lists to Admissions Tutors and will continue to do so up to 5 May 'Reject by Default' deadline date.

Timetable 2016/17

Work is underway to bring forward the published teaching timetable for each Semester by two weeks, together with work to review teaching requirements, and reallocation of classes to the best-fit room size and style, whilst taking into consideration other timetabling constraints.

Student Surveys

The new Annual Survey for all students has closed, with a 10% response rate. Reports will be sent to all relevant colleagues to take forward. In addition, infographics are being prepared to be communicated back to students and Schools will also see reports through their DLT (L+T questions) and Director of Admin (broader experience questions).

SFC Impact for Access award

The Student Induction and Transition Office has been successful in a bid for funding of £44,100 from the SFC's "Impact for Access" fund for a major piece of research in conjunction with Edinburgh Napier and Queen Margaret Universities into the transition of WP students.

HWU STUDENT UNION (HWUSU)

The Student Elections 2016 took place and the winning candidates are:

- President - Diarmiud Cowan
- VP Community – Sheona Dorrian
- VP Scottish Borders Campus – Corto Pimenta
- VP Wellbeing – Eloise McNeaney
- Executive Committee – Aashna Bakshi; Emily Conning; Thomas Garnett; Craig Gillen; Henry Grenville; Carl Thompson
- Black, Asian and Minority Ethnic Officer – Zee Nyekyu
- Charities Officer – Olivia Bryant-Shaw
- Disabled Students' Officer – Jordan Graham
- LGBT+ Officer – Ellie Dick
- Societies Officer – James Senior
- Women's Officer – Alice Kerr
- Orkney Officer (new post) – Hannah Fennell

8.

RESEARCH AND ENTERPRISE SERVICES

Research Awards and Proposals

In February 2016, the University was awarded an additional £2.9m in new research grants or contracts. For the year to the end of February, the total awarded is £24.7m. Over the same period, 41 new project proposals were approved for submission by RES, amounting to over £12.4m. For the year to the end of February, a total of 370 proposals have been submitted, amounting to over £110m.

Business Development, Knowledge Exchange and Enterprise Activity

The University's collaboration with Scottish SME, Soltropy Ltd, won the "Sustained Partnership of the Year" Award at the Scottish Knowledge Exchange Awards, held at RBS Gogarburn. An example of best practice across the University Energy Academy, the partnership developed from a Scottish Funding Council innovation voucher and led on to a major InnovateUK Project with Dr O'Donovan in EPS.

Converge Challenge

Converge Challenge successfully delivered a roadshow launch in Aberdeen, Edinburgh and Glasgow and also ran a successful selfie campaign #IAmaStartup promoting women entrepreneurship.

The Watt Ventures final was hosted here at the University where 15 budding student entrepreneurs delivered 1-minute pitches to a panel including the Principal Professor Richard A. Williams, Professor Laura Galloway, Dr Olga Kozlova, and Santander representative Jonathan Powell. Over £2,500 of prize money was awarded to six projects.

9.

STUDENT RECRUITMENT

To ensure that conversion of enquires and applications is maximised for September 2016 entry, a Conversion Group has been meeting since January and chaired by the Secretary of the University. Key focus has been on:

Conversion Activities

- Ensuring turnaround times are minimised
- Conversion activities are optimal (e.g. through CRM, Virtual Open Days)
- Scholarship offer is effective
- Clearing activities are enhanced and suitable preparation is in place
- Digital marketing is enhanced
- Sharing of best practice

Progress has been made in each of the above areas, notably:

- Application turnaround times have been improved and are quicker overall than in previous years
- A new Virtual Open Day attracted 90 enquiries and applicants on 23 March
- A revised and improved framework for scholarships is brought forward
- A new 'Call Centre' approach is being planned for Clearing 2016 to ensure efficiency and effectiveness in fielding clearing enquiries

Malaysia Campus

- Applications for the April Foundation intake have increased on last year and intensive recruitment work has taken place following the release of secondary school results in early March.
- Open Days and Visit Days have been running for each weekend in March. New international recruitment activities have been focused on developing China, Indonesia, India as markets for HWUM.

10.

CAMPUS SERVICES

New Halls

It is with great pleasure that the three new blocks on Edinburgh Campus have been announced as:

- Anna Macleod Hall
- Mary Ferguson Hall
- Muriel Spark Hall

Sport, Performance and Health

Heriot-Watt continues to provide coaching education and learning resources to sportscotland development coaches within the East region, with a number of the sessions taking place at the Edinburgh Campus. This offers a great way to showcase our facilities and expertise to a larger audience, ensuring that the research work we undertake has an applied focus.

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