

THE SENATE

Minutes: 3 September 2020

In the Chair:	Professor Richard A Williams, Principal and Vice-Chancellor	
Members also Present:	Mr Soehl Abraham Professor Mushtak Al-Atabi Dr Nasir Al Lagtah Professor Lynne Baillie Professor Mark Biggs Dr Euan Brown Dr Keith Brown Dr Jim Buckman Dr Jim Cameron Dr David Cavallaro Professor Antonin Chapoy Professor Malcolm Crisp Ms Elaine Collinson Professor Susan Dewar Dr Ahmed Elsheikh Dr Tom Farrington Dr Alan Forster Dr Shumei Gao Dr Fadi Ghaith Dr Hagir Hakim Dr Amos Haniff Mr Alexander Hedlund Professor Gillian Hogg Dr Paul Hopkinson Dr Dave Jenkins Dr Ruhul Khandaker Ms Emily Lucy King Ms Elizabeth Lau Dr Aude Le Guennec Mr Carlos Augustine Lim Zhen Yang Professor Robert MacIntosh	Professor Steve McLaughlin Dr Bill MacPherson Mr Lee Miles Dr Gillian Murray Dr Marlene Muller Dr Mehdi Nazarinia Ms Vanessa Northway Dr Mutasim Nour Mr Larry O'Brien Mr Mark Parker Dr Sandhya Patidar Professor Beatrice Pelloni Professor Garry Pender Dr Joanne Porter Dr Hani RagabHassen Mr Peter Ridges Dr Rabee Rustum Professor John Sawkins Professor Mathini Sellathurai Dr Katerina Strani Ms Lara Stroudinsky Professor Vicki Stone Ms Rachel Sutherland Professor Nick Taylor Professor Gillian Thomson Professor Fiona Waldron Professor Robert Weston Dr Anke Wiese Dr Marion Winters Dr Airil Yasreen Mohd Yassin Dr Daniil Yurchenko
In Attendance:	Ms Ruth Moir Ms Em Bailey Professor Martha Caddell Ms Kathy McCabe	Dr Maggie King Professor Bryn Jones (to M20/57) Professor Dennis Wong (to M20/57) Mr John McDermott (Clerk)
Observer:	Mr Grant Innes (Chair of Court)	
Apologies:	Professor Scott Arthur Ms Sue Collier Professor Dugald Duncan Professor Alan Gow	Professor Ammar Kaka Professor Jemina Napier Mr Paul Travill Dr Kathryn Waite

MINUTE REF

ACTION BY ACTION DATE

M20/53

WELCOME AND ANNOUNCEMENTS

The Principal welcomed everyone participating in the meeting, making special mention of Mr Innes, who had assumed office as the Chair of Court on 1 August 2020, and who was observing the meeting, and Professor Biggs, who had taken office on 1 August as Vice-Principal and Provost. At the invitation of the Principal, Professor Biggs introduced himself to the Senate, gave a flavour of his top priorities for the coming year, and thanked colleagues for the warm welcome he had received to the University.

Congratulations and a warm welcome were also offered to the Staff members who recently had been elected to Senate from Schools: Ms Collinson, Dr Farrington, Dr Muller, Professor Sellathurai, Professor Baillie, Dr RagabHassen, Mr Ridges, Dr Wiese, Dr Yassin, Dr Rustum, Dr Cavallaro, Dr Jenkins, Dr Cameron, and Dr Nazarinia.

The Principal also welcomed to the meeting Professor Wong, Deputy Provost at the Malaysia Campus, and Professor Jones, Deputy Provost at the Dubai Campus, who were present to help inform the discussion on the delivery of Responsive Blended Learning across all Campuses.

The apologies for absence were noted.

M20/54 MINUTES OF THE PREVIOUS MEETING

Received The minutes of the meeting held on 17 June 2020.

Approved The Senate **approved** the minutes as a correct record.

M20/55 ACTION LOG [Paper: SEN/20/31] AND MATTERS ARISING

Noted The Senate received and **noted** the Action Log that had been updated since the previous meeting. No Matters Arising were reported.

M20/56 REPORT FROM THE PRINCIPAL AND VICE-CHANCELLOR [Paper: SEN/20/32]

Received The Senate considered a report from the Principal, which gave the Senate a summary of the University's progress and achievements according to key strategic themes as well as details of other developments made in the wider Higher Education sector.

Noted The Principal again welcomed Senators to the new session of Senate and looked forward to working together towards the collective purpose to enliven and guide the critical academic activities of the University to fulfil the agreed University Mission and Strategy. The Principal expressed thanks to colleagues for their hard work from home in the graduation ceremonies, re-sits, recruitment, and preparing for the start of the new Session.

The Principal highlighted and gave the Senate his perspective on the Scottish Funding Council (SFC) Review of University and College Provision. The first phase would be to synthesise submissions made to the Review around the structure, purpose, and priorities of the whole HE Sector. It was anticipated that partnerships between Universities and between Universities and Colleges were likely to feature in the Review, but not mergers of institutions. The second phase of the Review would seek to work up from frameworks for the flagged topics, which would include suggestions for the future funding model. Regardless of the model, it was clear that the financial circumstances of the sector would continue to be challenging. It was likely that the third phase would be delayed until after the elections to the Scottish Parliament in May 2021.

The Principal referred to the change proposals currently under consultation across the University and to the all-staff meetings where details have been promulgated and discussed. The Principal reinforced the necessity to reduce costs, including staff costs, to ensure the university is sustainable in its offerings and finances. In respect of severance, the intention was emphasised to move forward wherever possible on a voluntary basis. Should the results of that consultation and associated change proposals result in significant matters of academic change, Senate's view would be sought on the consequences and would be conveyed to the Court, which has responsibility for approving any closure of academic activity.

Looking ahead, the Principal highlighted some clear milestones and priorities for the new academic year focused on delivering the Strategy. During coming weeks, the 2020/21 Strategy priorities were to be discussed further at Senate and in Schools and Services. Many of these have been designed and formulated through the University Research Innovation and University Learning and Teaching Committees in which many Senators participate. It was noted that the staff survey was also informing priorities. Some communications about these priorities would be issued soon – including that the planning and resources processes in Schools and in Services would be adopting a more transparent style that will seek to enable colleagues to see the working out of the Strategy and its ownership at a local level.

The Principal updated Senate on the status of some University wide appointments. Senate's views were to be asked in coming days on the appointment of a Secretary to the Senate and University following a recent selection process. The views of Senate would be conveyed to the next Court meeting, which would be invited to approve an appointment. It was noted that the post of Secretary was prescribed in the Charter, with some specific duties specified in the Statutes, including to ensure support to the Court and the Senate. It was emphasised that the job role had been modified from that undertaken by the previous Secretary of the University.

Regarding other positions, candidates for the role of Pro Chancellor (in Dubai), and Pro Chancellor (in Malaysia) were being invited to participate in a selection process. These posts are honorary un-remunerated positions of high esteem at the campuses. It is intended the incumbents will assist in graduation processes and in wider representation of the University in those countries as the Bicentennial Year is embarked upon in 2021. The invitation of a Chancellor for the University was also being worked on, however progress was inhibited by the COVID restrictions, and it was not anticipated that an appointment could be made for a while. It was emphasised that appointments to these honorary positions were sensitive and required care.

The Principal gave a brief update on the necessary move to temporary campus accommodation in Dubai, ahead of the move to the new campus in the New Year. The extraordinary efforts of staff to minimise the disruption to students were commended.

M20/57 DISCUSSION ON STARTING THE NEW ACADEMIC YEAR: DELIVERY OF RESPONSIVE BLENDED LEARNING ACROSS ALL CAMPUSES

Received The Senate received and considered a presentation led by the Deputy Principal (Learning and Teaching) and the Director of the Learning and Teaching Academy on the extensive preparations for, and introduction of, Responsive Blended Learning in time for the start of academic year 2020/21. Contributions to the presentation were also made by the Student Union President, and the Deputy Provosts at the Malaysia and Dubai Campuses.

Noted Thanks were expressed again to all colleagues who had worked to ensure that the last academic year could successfully be concluded and had also put in tremendous efforts to prepare for the 2020/21 academic year. The exceptionally difficult backdrop affecting all campuses was recognised. The Responsive Blended Learning (RBL) model had been adopted to ensure that a quality provision could still be offered to Students despite the challenges posed by COVID-19. RBL had been pioneered by the Learning and Teaching Academy (LTA) with the support and contribution from a great many staff in the Schools and the Professional Services, as well as from the Student officers. The efforts, commitment, and time was greatly appreciated.

It was noted that a rapid review had been undertaken of policies and procedures, and that considerable liaison had been undertaken with partners

and legislative and regulatory bodies. Online systems had been tested at scale and adapted to the demands of the RBL model.

Senate noted that RBL would provide confidence that the Session could be started in the expectation that studies can be completed against all events. It was emphasised that wellbeing was at the heart of the approach.

The development and introduction of RBL had been marked by sharing of advice, resources, and creative practice, both within the University and with other institutions. Although being taken in adversity, the steps were helping Heriot-Watt to become a truly global university. The fundamental changes being progressed would bring benefits in the future. There was much to learn from and to help enhance processes and practices in future. The Directors of Learning and Teaching in each School had been key to the process, and the shared purpose across the institution had reinforced commitment.

The on-campus element was also described to the Senate, with different provisions in each jurisdiction and all requiring physically distanced space. An emphasis had been put on ensuring that the maximum benefit could be gained from actual contact time. The needs and experiences of students would regularly be assessed against the changing environments. It was noted that RBL had commenced in July in Malaysia for the Foundation courses. The experience of that Campus was shared with Senate. Similarly, the preparations in Dubai were shared, with the details provided of a typical day on campus. It was noted that the pandemic has brought plenty of downsides but strengthening the global sense of community across locations had been a very real upside.

The student representatives were noted to be hugely appreciative of the tremendous work being done, and for being kept engaged in the process. It was particularly appreciated that the wellbeing of students and staff were at the heart of the work. The involvement of students was recognised as central to ensuring the enhancement of the student experience. The student leaders were thanked for their significant efforts to shape the academic year.

It was noted that the experience of preparing for the new academic year offered much to reflect upon, and that there had been difficulties as well as tremendous positives. Not least the continuing situation in dealing with the pandemic and juggling competing demands. A pragmatic approach was still required, and it suggested that it may be necessary as the year unfolds to continue to take rapid decisions to meet short and long-term challenges. Keeping student success and wellbeing at the core would be key.

Looking forward, it was noted that digital learning would continue to form a significant part of the experience of students on taught programmes, and that the curriculum would require review accordingly, as would processes and practices. It would be important to continue to build the global activity. It was noted that the Digital Learning Forum provided a platform for sharing of good practice and problem solving around learning technology. Other fora might also be helpful.

Other discussion centred on regular feedback being sought from students rather than solely a year-end questionnaire. Mention was made of considering how staff/student liaison committees, course feedback, student officers and representatives engage with staff to provide a rounded view of what works / does not work so well. It was noted that some students were not receptive of the approaches and therefore there was benefit in sharing good practice. Difficulties with online tools also hindered the acceptance of the new practices. It was suggested to be important to relay poor experiences as well as positive ones, and that robust responses were required to be able to support new ways of working

In discussion it was noted that co-ordinating live sessions between Scotland, Dubai and Malaysia was difficult due to time zones and other constraints. Senate was informed that at an early stage it had been agreed to not extend the working day at any campus to fit with another, and to maintain the status quo of only having four days in common. It was noted, however, that some sharing was feasible.

Further discussion centred on the support in place for staff who were under intense pressure and feeling the effects of long hours and not taking holiday. It was noted that the introduction of Care First support would provide some assistance, and that a consolidation week in Week 6 of both semesters was intended to enable Students to consolidate and permit staff to pause and attend to their own wellbeing. Colleagues could also help each other by avoiding loading unnecessary pressure on each other and fostering a caring environment. Reducing email was suggested to be a good tactic. A commitment was stated to keep learning how colleagues could support each other and students throughout the year.

The Senate recognised the inspiring work of those colleagues involved, and thanked the Director of the Learning and Teaching Academy, the Deputy Principal (Learning and Teaching), all the presenters and all other colleagues who had contributed to the immense efforts, which were still ongoing, to prepare for a successful academic year ahead.

M20/58 SFC ELIR REPORT [PAPER: SEN/20/33]

Received The Senate received and considered a paper from the Deputy Principal (Learning and Teaching) and the Head of Academic Quality seeking final comments on the annual submission to the Scottish Funding Council, which the Court would be invited to approve at its meeting on 25 September.

Noted The Senate noted that the submission was one of the University's compulsory returns and would also form part of conversations with the Quality Assurance Agency. The detailed document had been prepared by the Academic Quality Team under the auspices of the University Committee for Learning and Teaching. Part of the submission was to report how the University had addressed the challenge of COVID-19 in 2019/20, what plans were in place for 2020-21. This would also be a key document to inform the resumed ELIR visit, which now would be conducted in November 2020.

The Senate expressed thanks to the Academic Quality team for leading this work. Members were invited to provide any specific comments on points of detail to the Head of Academic Quality outwith the meeting.

Agreed The Senate was content to **endorse** for onward recommendation to the Court, subject to any minor amendments, the proposed annual submission to the Scottish Funding Council.

All Sept
2020

Chair Sept
2020

M20/59 ORDINANCES AND REGULATIONS COMMITTEE: REPORT OF MEETING HELD ON 26 AUGUST 2020 [PAPER: SEN/20/34]

Received The Senate received and considered the report of the business conducted at the meeting held on 26 August 2020, as presented by the Chair of the Committee.

Noted The Senate noted details of modifications proposed to be made to Ordinance A2, *Members of the University*, which the Court would be invited to approve at its meeting on 25 September. The intended changes were to ensure consistency between the definitions in Ordinance A2 and the expanded Emeritus and Visiting Titles now permitted by Ordinances F4 and F7 (as

discussed at the previous meeting and approved by the Court in June). There was also a change to introduce gender neutral terminology.

The Senate noted that it was invited to approve a minor revision Regulation 42 *Formation of New Companies*. This was required to ensure flexibility for future negotiations on agreeing the equity share of spin-out companies. The amendment would permit the University to have a holding of up to, but no more than, 24%.

It was explained that a new Policy for Intellectual Policy was being prepared, and that this would inform a review of the overall contents of the Regulation. The opportunity would be taken to convert the Regulation to an Ordinance (as that is the more appropriate governance approach). A more detailed proposal would therefore be brought back to the Senate at a future date. Reference was made in discussion to a recent report for the Scottish Government on spin out companies and their promotion. It was noted that this report would inform the development of the new Policy, which would underpin a fundamental area of the University's business.

The Senate noted that a comprehensive new Regulation (on Admissions) was at an advanced stage of preparation and would come to a future meeting of the Senate as part of a significant review of the Regulations. A proposed suite of new Regulations would be brought to Senate in due course in order that they would come into effect for the start of Session 2021/22

Agreed	The Senate was content to endorse for onward recommendation to the Court the proposed revisions to Ordinance A2, <i>Members of the University</i> .	Chair	Sept 2020
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Approved	The Senate was content to approve a minor revision to paragraph 4.1 of Regulation 42 <i>Formation of New Companies</i> .
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M20/60	SENATE COMMITTEE FOR INTERIM BUSINESS AND EFFECTIVNESS (SCIBE): REPORT OF MATTERS DEALT WITH BY CORRESPONDENCE SINCE JUNE 2020 [PAPER: SEN/20/35]
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Received Noted	The Senate received and noted the report, as presented by the Principal, the Chair of the Committee, of business that SCIBE had conducted by correspondence since the previous meeting of the Senate. The matters that the SCIBE had conducted on behalf of the Senate were noted as: approving awards to be awarded in June and July 2020; approving an Interim policy on the use of recording for teaching and learning purposes; conferring Emeritus Professorships on Professor Ian Galbraith (EPS) and Professor Rob Pooley (MACS); conferring the title Visiting Research Fellow on Dr Christopher Munn (SoSS), as well as more than sixty Honorary titles, a table of which were appended to the paper. It was noted that the SCIBE had yet to consider the appointments to the committees of Senate, for which nominations were sought from Senators in August, however this was intended to be progressed soon.
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M20/61	UNIVERSITY COMMITTEE FOR QUALITY AND STANDARDS: MINUTES OF MEETINGS HELD 1 JULY AND 30 JULY 2020 [PAPER: SEN/20/36]
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Received Noted	The Senate received and noted the report of business conducted at the meetings held on 1 July and 30 July 2020 as presented by the Chair of the Committee.
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All items in the report were presented for information. The Senate noted in particular that the robust Quality and Standards processes of the University, and the success with which virtual work was already taking place across the University, had assisted the rapid adaptation to working remotely, including the review activities that were now successfully being conducted virtually.

The Senate further recognised the extensive work that was continuing, under the auspices of the UCQS, to prepare a suite of consolidated Academic

Regulations. The output of the work of this Academic Regulations Review Project would be presented to the Senate in due course.

M20/62

DATES OF FUTURE MEETINGS

Noted

The dates of the further meetings of the Senate in Session 2020/21 were noted as:

Thursday 5 November 2020;
Wednesday 3 February 2021;
Thursday 29 April 2021;
Wednesday 16 June 2021.

Signed by the Chair Date

THE SENATE

Minutes: 5 November 2020

In the Chair:	Professor Richard A Williams, Principal and Vice-Chancellor	
Members also Present:	Mr Soehl Abraham Professor Mushtak Al-Atabi Dr Nasir Al Lagtah Professor Scott Arthur Professor Lynne Baillie Professor Mark Biggs Dr Euan Brown Dr Keith Brown Dr Jim Buckman Dr David Cavallaro Dr Antonin Chapoy Professor Malcolm Chrisp Ms Elaine Collinson Professor Susan Dewar Professor Dugald Duncan Dr Ahmed Elsheikh Dr Tom Farrington Dr Alan Forster Dr Shumei Gao Professor Alan Gow Dr Fadi Ghaith Dr Hagir Hakim Dr Amos Haniff Mr Alexander Hedlund Professor Gillian Hogg Dr Paul Hopkinson Dr Dave Jenkins Professor Ammar Kaka Dr Ruhul Khandaker Ms Emily Lucy King Ms Elizabeth Lau Dr Aude Le Guennec Mr Carlos Augustine Lim Zhen Yang	Professor Robert MacIntosh Professor Steve McLaughlin Dr Bill MacPherson Mr Lee Miles Dr Gillian Murray Dr Marlene Muller Dr Mehdi Nazarinia Ms Vanessa Northway Dr Mutasim Nour Mr Larry O'Brien Mr Mark Parker Dr Sandhya Patidar Professor Beatrice Pelloni Professor Garry Pender Dr Joanne Porter Dr Hani RagabHassen Mr Peter Ridges Dr Rabee Rustum Professor John Sawkins Professor Mathini Sellathurai Dr Katerina Strani Ms Lara Stroudinsky Professor Vicki Stone Ms Rachel Sutherland Professor Nick Taylor Professor Gillian Thomson Dr Kathryn Waite Professor Fiona Waldron Professor Robert Weston Dr Anke Wiese Dr Marion Winters Dr Airl Yasreen Mohd Yassin Dr Daniil Yurchenko
In Attendance:	Ms Ruth Moir Professor Martha Caddell Ms Kathy McCabe Dr Maggie King	Dr Tony Weir (to M20/67) Mr Richard Cloughton (for M20/68) Mr Kieran Robson Renner (for M20/69) Mr John McDermott (Clerk)
Observer:	Mr Grant Innes (Chair of Court)	
Apologies:	Dr Jim Cameron Ms Sue Collier	Professor Jemina Napier Mr Paul Travill

MINUTE REF

ACTION BY

ACTION
DATE

M20/63

WELCOME AND ANNOUNCEMENTS

The Principal welcomed the Senators and others participating in the meeting, making special mention of Mr Grant Innes, Chair of Court, who was observing the meeting, and Dr Tony Weir, who was present to assist with the REF Preparedness discussions.

The apologies for absence were noted.

The Senate marked the recent passing of Professor Emeritus Alex Scott and Professor Emeritus Colin Davidson. Professor Scott had been

Director of Learning and Teaching in Edinburgh Business School from its very early days until 2016. As one of the founders of the Edinburgh Business School MBA, Professor Scott had made a significant academic and personal contribution to life at Heriot-Watt over many years. Professor Davidson had joined Heriot-Watt in 1966, and apart from a year on leave of absence spent teaching in Bangkok, had remained at Heriot-Watt for the rest of his career, being appointed twice as Head of Department of Electrical Engineering and twice as the Dean of the Faculty of Engineering.

The Senate expressed condolences to the families and friends of the distinguished retired colleagues Professor Emeritus Alex Scott and Professor Emeritus Colin Davidson.

M20/64 MINUTES OF THE PREVIOUS MEETING

Received The minutes of the meeting held on 3 September 2020.

Approved The Senate **approved** the minutes as a correct record.

M20/65 ACTION LOG [Paper: SEN/20/37] AND MATTERS ARISING

Noted The Senate received and noted the Action Log that had been updated since the previous meeting. No Matters Arising were reported.

M20/66 REPORT FROM THE PRINCIPAL AND VICE-CHANCELLOR [Paper: SEN/20/38]

Received The Senate considered a report from the Principal, which gave the Senate a summary of the University's progress and achievements according to key strategic themes as well as details of other developments made in the wider Higher Education sector.

Noted The matters highlighted included to inform the Senate that recommendations to the Court on the change programme would be considered by the Court at its upcoming meeting and communicated promptly to the University community thereafter. An additional 'rest day' was being planned for staff to take around the Christmas break, this was to recognise the intensity that all colleagues were experiencing in endeavouring to deliver their duties and all other responsibilities in the face of the strictures of the Covid-19 pandemic. Local arrangements would be in place for colleagues based at the different campuses. The Principal expressed thanks to colleagues for their hard work in continuing to deliver such high-quality work under such difficult circumstances.

Further topics shared in the report included the ongoing uncertainty over the guidance for the large-scale return of students to the campuses. Support would continue to be provided to those students who had remained on campus throughout, and needs would be assessed to ensure that the main body of students would be supported once the overall return had happened. There remained many variable factors until that event. It was noted that in Dubai, staff and students had been operating very effectively in the interim campus, with a move to the new campus now to occur in April 2021. Staff and Students would be kept informed accordingly. The Principal again commended the extraordinary efforts of staff to minimise the disruption to students.

The Senate noted the comments of the Principal regarding the publication of Phase 1 of the Scottish Funding Council (SFC) review of tertiary education. The Senate welcomed the recognition by the SFC that the Sector as a whole is experiencing a number of 'emergency years' whilst dealing with the Covid-19 emergency and endeavouring to

maintain provision. Another welcome theme was that institutions served as national assets and anchor institutions for communities. There was also recognition that Scotland remained a world leader for education and research and that institutions would play a very important role in the economic recovery for the nation. Other aspects included the need to recognise that research should be funded at full cost, and the importance of the Graduate Apprentice programme. It was noted that further dialogue would shape a second report in early 2021, and that the Senate would have the opportunity to consider that and to shape advice for the future.

In discussion, it was noted that an external-led review had been conducted of the Department of Languages and Intercultural Studies (LINCS) within the School of Social Sciences. The report of this review would shortly be considered by the University Executive and would then be made available to colleagues within LINCS and the campus trade unions. The report would inform decision making early in 2021 which was intended to be inclusive of colleagues in LINCS.

In further discussion it was noted that it was hoped to be able to share soon the academic workload model that had been under development in recent months. It was noted that this was even more necessary under the current circumstances where staff had been working beyond capacity for some time. A common experience was reported to be research activity being squeezed in order for staff to deliver on more immediate teaching requirements. The importance of maintaining liaison with line managers was emphasised, as was the expectation that research commitments would be firmly in the PDR process.

It was noted that the Deputy Principal (Research and Innovation) would pick up with the SU Postgraduate Research Officer a particular point regarding the workload of PhD students. The particular requirements of postgraduate students on the Orkney campus would also be picked up outwith the meeting.

GP / EL Nov 20

JP / LE Nov 20

M20/67 REF PREPAREDNESS

Received

Under the Strategic Theme: Excellence in Research and Enterprise, the Senate received and considered a presentation, led by the Deputy Principal (Research and Innovation), and supported by the Head of Research Policy, Strategy and Impact, on the progress of preparations for the 2021 Research Excellence Framework (REF) exercise.

Noted

The timetable for preparing for the final submission date of March 2021 was noted. Also noted were the changes in the process to take account of the impact of Covid-19. The Senate noted appreciation of all colleagues who had worked on the REF preparations over the recent months under such difficult circumstances. The Senate commended the Head of Research Policy, Strategy and Impact for his secondment to the UK REF Team.

The Senate recognised the importance of a strong performance in the REF, from both a reputational perspective and the access it provided to funding with which to conduct further high-quality research. It was noted that a huge amount of work had already been undertaken to assess draft submissions, and that work was still underway to optimise the impact assessments and other elements. It was intended to complete that work by the end of December. A particular workstream was underway to fine-tune the institutional environment statement.

The Senate recognised the inspiring work of those colleagues involved, and thanked the Head of Research Policy, Strategy and Impact, and the

Deputy Principal (Research and Innovation) and all other colleagues who had contributed to the immense efforts, which were still ongoing, to prepare for a successful submission to REF 2021.

M20/68 ACTIONS ARISING FROM THE STAFF PULSE SURVEYS

Received Under the Strategic Theme: Building Flourishing Communities, the Senate received and considered a presentation, introduced by the Deputy Principal (Engagement and Staff Development) and supported by the Global Director of Human Resources, on the findings of, and actions deriving from, the two Staff Pulse Surveys undertaken in May and August 2020. Staff across all campuses had responded.

Noted The first survey had looked at staff wellbeing under the restrictions forced by Covid-19. For the most part staff reported their well-being to be average or above, however a significant minority reported that lockdown was impacting their wellbeing. Specific aspects of working life under lockdown were tested, and the responses informed a series of actions, with some specific focus on actions to assist line managers, as well as general actions appropriate for all staff, including transport to and from the campuses.

The second survey had dealt with the return to campus and preparedness for semester one, as well as further consideration of line-management, communications, and Strategy 2025. The actions included extensive communications regarding support for mental health, anxiety and the resources on offer from the University and externally; monthly all staff briefings with presentations on key topics including finances, and Strategy 2025; and further consideration of the workload associated with implementing Responsive Blended Learning (RBL). The extraordinary efforts being made by staff to keep the University's operations going were recognised.

The Senate recorded its thanks to the Deputy Principal (Engagement and Staff Development) and the Global Director of Human Resources for leading on this work, and to all colleagues who had contributed towards the work underpinning the surveys and the actions that were being put in place as a consequence.

M20/69 ACTIONS ARISING FROM THE STUDENTS PULSE SURVEYS

Received Under the Strategic Theme: Building Flourishing Communities, the Senate received and considered a presentation, introduced by the Deputy Principal (Education and Student Life), and led by the Quality Enhancement Officer (Student Learning Experience), on the findings of, and actions deriving from, the two Student Pulse Surveys undertaken following Weeks 1 and 4 in Semester One of Session 2020/21. Students across all campuses had responded.

Noted The Senate noted the feedback reported from both surveys, with several lessons to be learnt around physical and mental wellbeing and support, student life, learning and teaching (with the experiences of, and reaction to, Responsive Blended Learning (RBL) commanding a significant portion of responses). The surveys had captured concerns as well as positive comments, and these responses had informed actions and approaches as the semester had progressed, including those actions underway to help students feel part of a community. Consistent and clear communication was identified as key, as was the need to close the feedback loop. The Student Life 'Olive Branch' initiative was noted with interest. A Teams site contained a dashboard to monitor and help to prioritise the tasks. The work was overseen by the Learning and

Teaching AY2020/21 Group (the L+TAY Group), which had been established to help mitigate the ongoing impact of COVID-19 on the University and its student body. The work of the Group was commended, and it was noted that the interaction with the student representative bodies continued to be highly positive and productive.

In discussion, some particular matters were raised in relation to the responses received from particular areas, and it was anticipated that subsequent actions would be evident in the responses to future Pulse Surveys. Enhanced support in relation to student mental health was particularly welcomed. It was also commented that the experience of RBL to date would be useful in informing future actions in response to potential further consequences of the pandemic.

In further discussion the importance was recognised of the Virtual Learning Environment (VLE). The prospective transfer of the VLE provider from Blackboard to Canvas was raised as a potential matter of concern for many staff, who anticipated considerable additional workload in mid-2021 to facilitate the move of learning and other materials. It was agreed that this matter would be returned to in order that the Senate could have a greater appreciation of the rationale for the move and the support that would be provided to staff to help make the move as simple as possible for staff, recognising the extremely difficult several months that colleagues have experienced.

JWS / Feb
KMcC 2021

The Senate recognised the value of the Pulse surveys, and the rich information they provided to help different elements of the University provide for the educational, social and wellbeing needs of the students across all campuses. The Senate commended the efforts of all concerned in this matter.

M20/70 ACADEMIC ARCHITECTURE AND THREE-YEAR HONOURS DEGREES [PAPER: SEN/20/39]

Received The Senate received, considered, and after discussion, endorsed an approach proposed by the Deputy Principal (Education and Student Life) and the Head of Academic Quality, to restart of the discussions on Academic Architecture and to open discussion at Senate, from an academic perspective, on three-year Honours degrees.

Noted The Senate noted that the previous discussions on Academic Architecture had, of necessity, been put aside to permit focus on the preparations for the QAA ELIR visit and then to respond to the challenges posed by the Covid-19 pandemic. It was recognised that the Senate was the correct forum to consider the academic principles, and that the Senate would devote time in future to considering the different aspects of this matter, including through the use of workshops.

The Senate noted that the environment had changed since the initial discussions on this in 2019, and that one aspect was the need to look at how the University could contribute to supporting local and national recoveries following the Covid-19 pandemic. Another aspect was that the choices available to prospective students across the globe would continue to grow, and that Heriot-Watt needed to be able to be nimble and flexible and to enable access to programmes. One such approach was to offer, more widely, three-year Honours degrees.

The essence and principle of three-year Honours degrees was explained. It was noted that students joining in year two already completed their honours degree in three years, the model was the norm in Malaysia, and it also currently worked well in Dubai. The principle was emphasised that the new suite of three-year Honours degrees would be developed from scratch but within the existing parameters and

academic framework. It was noted that academically it was better to have a degree designed at the outset to be taken over three years and not 'cut and pasted' from a four-year model. The Senate was content to affirm that principle.

In discussion it was noted that the Senate might have to review the Regulations to make sure that the provision was permissible. It was further noted that the three-year degree would be delivered over the current two semesters and would not require teaching over the UK 'summer'. The initiative was welcomed from the student perspective with benefits identified such as helping to provide for students from diverse backgrounds and assisting those students who wished to commence their careers earlier. The broader availability of three-year degrees would also help to further bolster the provision on the Malaysia and Dubai campuses, and their particular competitive environments. It was noted that there would continue to be a coherent offer worldwide.

The Senate noted the benefits of the four-year honours degree and received reassurance that this would continue to be offered as well as the expanded three-year provision. Further discussion noted the need to gain a stronger and deeper perspective of what would be required in terms of developing three-year programmes, as well as ensuring that the entry requirements would be made clear – with the three-year programme requiring a higher level of entry than for an equivalent award studies over four years. Benchmarking against the Scottish Credit and Qualifications Framework (SCQF) would also be required. Practical concerns were also raised, and it was suggested that these could be teased out and addressed in future discussions, including workshops to enable close consideration of detail. Another issue to be considered was noted to be possible implication for student funding.

Endorsed

After the overall discussion and consideration of the key points stated in the paper, the Senate was content to endorse the approach that a three-year honours degree could be offered as well as the 'traditional' four-year honours degree, recognising that:

- the programme learning outcomes would be the same between the two variants
- the entry requirements to the three-year honours degree would be higher than the four-year programme, reflecting the challenge and rigour associated with completing an Honours degree within three years;
- the three-year honours degree was able to be accommodated within the requirements of the Scottish Credit and Qualifications Framework (SCQF) (as with all awards of the University);
- In making its awards within the requirements of the SCQF, the University adheres to the following:
 - all Honours degrees are rated at SCQF Level 102;
 - SCQF levels descriptors are used in the development of awards (and the relevant QAA Subject Benchmark Statements);
 - All awards are made in line with the stipulated total minimum number of credit points, eg 360 for an Ordinary degree; 480 for an Honours degree; 600 for a UG Integrated Masters
- the three-year Honours degree would be awarded 480 credits on student transcripts, recognising the level of prior learning attained.

The Senate thanked the Deputy Principal (Education and Student Life) and the Head of Academic Quality for bringing this matter back to the Senate and it was reaffirmed that there would be plenty of opportunity for future discussion on the topic.

JWS / MK 2021

M20/71 SENATE COMMITTEE FOR INTERIM BUSINESS AND EFFECTIVESS (SCIBE): REPORT OF MEETING ON 28 OCTOBER 2020 AND MATTERS DEALT WITH BY CORRESPONDENCE [PAPER: SEN/20/40]

- Received** The Senate received and noted the report, as presented by the Principal, the Chair of the Committee, of business that SCIBE had conducted since the previous meeting of the Senate.
- Noted** In considering the report the Senate noted in particular three matters that had been conducted on its behalf or under delegated authority:
- To help deal with the challenges of COVID-19, the SCIBE had agreed to extend the extraordinary measures for assessments that are currently in place to also cover all assessment diets in 2020/21. This had been dealt with as a matter of urgency in order to provide certainty at the earliest opportunity to Students and Staff.
 - An agreement to recommend to the Court that Professor Duncan Hand, the current Deputy Head of School of EPS, be appointed as Acting Head of School from 1 January to 31 July 2021 (or earlier if the new appointee is able to take up the post before then). This is to ensure continuity of academic leadership during the period following the stepping down of Professor Steve McLaughlin as Head of School of EPS from 31 December 2020, and the appointment of a successor. A recruitment process was underway to find a successor to Professor McLaughlin, and EPS colleagues would have received an invitation to comment on this to the Dean engaged in this process – Professor Scott Arthur – by the end of November.
 - The conferral of an Emeritus Professorship on Professor Patrick Corbett, and the conferral of a Visiting Professorship on Professor Toby Peters.

A Survey of Senate Effectiveness had been considered by the SCIBE and this would shortly be issued for Senators to complete online, all Senate members and attendees were encouraged to complete the survey to help shape future enhancements to how Senate conducts its business and the related processes and procedures.

Clerk / All participants Dec 2020

The Senate further noted that elections would shortly be opened to fill the positions of Deans of the University for the 'Pan University constituency' and the 'Science and Engineering' constituency. The Deans currently in post, Dr Ghaith and Dr Haniff were noted to be close to completing their first term of office and thus were eligible to stand again for election. If more than one candidate came forward for either position an election contest would be held. The successful candidates would take office from 1 January 2021 for a three-year term.

Clerk Dec 2020

It was noted that the wording of the Ordinance meant that staff engaged on foundation programmes, and others who were not attached to a specific School, would not automatically be included in the electorate for the Science and Engineering constituency. The Secretary undertook to explore a short-term accommodation to resolve this as well as bringing forward a longer-term solution to a future meeting.

Secretary Dec 2020 / Mar 2021

M20/72 UNIVERSITY COMMITTEE FOR RESEARCH AND INNOVATION: MINUTES OF MEETINGS HELD 28 MAY 2020 AND 27 AUGUST 2020 [PAPER: SEN/20/41]

- Received** The Senate received and noted the report of business conducted at the meetings held on 1 July and 30 July 2020 as presented by the Chair of the Committee.
- Noted**
- Approved** The Senate approved a minor change to the UCRI Terms of Reference.

- M20/73 UNIVERSITY COMMITTEE FOR LEARNING AND TEACHING:
MINUTES OF MEETINGS HELD 10 JUNE 2020 AND 26 AUGUST
2020 [PAPER: SEN/20/42]**
- Received** The Senate received and noted the report of business conducted at the
Noted meetings held on 10 June and 26 August 2020 as presented by the
Chair of the Committee. All items in the report were presented for
information. The Senate recognised in particular the extensive work that
was continuing across the Schools and in the Professional Services to
assist Responsive Blended Learning and other initiatives.
- M20/74 UNIVERSITY COMMITTEE FOR QUALITY AND STANDARDS:
MINUTES OF MEETING HELD 23 SEPTEMBER 2020 [PAPER:
SEN/20/43]**
- Received** The Senate received and noted the report of business conducted at the
Noted meeting held on 23 September 2020 as presented by the Chair of the
Committee. All items in the report were presented for information.
- M20/75 VALEDICTIONS**
- Received** The Senate expressed sincere gratitude to two long-serving members
Noted for whom this would be the final meeting of Senate:
- Professor Gill Hogg, who would retire in January 2021 after seven
years serving as Deputy Principal (Engagement and Staff
Development), including a period in 2015 in which she had acted as
Vice-Principal, supporting Professor Julian Jones in his role as then
Acting Principal. Professor Hogg previously had served as Head of
the then School of Management and Languages.
- Professor Steve McLaughlin, who would demit office as Head of
School of Engineering and Physical Sciences from 31 December
2020. It was noted that Professor McLaughlin would stay in the
School and would continue his academic career, with especial focus
on his research interests.
- M20/76 DATES OF FUTURE MEETINGS**
- Noted** The dates of the further meetings of the Senate in Session 2020/21
were noted as:
- Wednesday 3 February 2021;
Thursday 22 April 2021;
Wednesday 16 June 2021.

Signed by the Chair Date

In the Chair:	Professor Richard A Williams, Principal and Vice-Chancellor	
Members also Present:	Mr Soehl Abraham Professor Mushtak Al-Atabi Dr Nasir Al Lagtah Professor Scott Arthur Professor Lynne Baillie Professor Mark Biggs Dr Euan Brown Dr Keith Brown Dr Jim Buckman Dr David Cavallaro Dr Antonin Chapoy Professor Malcolm Chrisp Ms Elaine Collinson Professor Susan Dewar Professor Dugald Duncan Dr Ahmed Elsheikh Dr Tom Farrington Dr Alan Forster Dr Shumei Gao Professor Alan Gow Dr Hagir Hakim Professor Duncan Hand Dr Amos Haniff Mr Alexander Hedlund Dr Paul Hopkinson Dr Dave Jenkins Ms Emily Lucy King Ms Elizabeth Lau Dr Aude Le Guennec Mr Carlos Augustine Lim Zhen Yang Professor Robert MacIntosh	Dr Bill MacPherson Mr Lee Miles Dr Gillian Murray Dr Marlene Muller Professor Jemina Napier Dr Mehdi Nazarinia Ms Vanessa Northway Dr Mutasim Nour Mr Larry O'Brien Mr Mark Parker Dr Sandhya Patidar Professor Beatrice Pelloni Professor Garry Pender Dr Joanne Porter Dr Hani RagabHassen Mr Peter Ridges Dr Rabee Rustum Professor John Sawkins Professor Mathini Sellathurai Dr Katerina Strani Ms Lara Stroudinsky Professor Vicki Stone Professor Nick Taylor Professor Gillian Thomson Dr Kathryn Waite Professor Fiona Waldron Professor Robert Weston Dr Anke Wiese Dr Marion Winters Dr Daniil Yurchenko
In Attendance:	Ms Ruth Moir Professor Martha Caddell Ms Kathy McCabe Dr Maggie King	Ms Kirsty Scanlan Mr Paul Travill Mr John McDermott (Clerk)
Observer:	Mr Grant Innes (Chair of Court)	Mr Dave Baskell (VLE Project) (for M20/06)
Apologies:	Dr Jim Cameron Ms Sue Collier Professor Ammar Kaka	Dr Ruhul Khandaker Ms Rachel Sutherland Dr Airil Yasreen Mohd Yassin

MINUTE REF

ACTION BY

ACTION
DATE

M21/01

WELCOME AND ANNOUNCEMENTS

The Principal welcomed the Senators and others participating in the meeting, making special mention of Mr Grant Innes, Chair of Court, who was observing the meeting, and Professor Duncan Hand, who was attending Senate in his new capacity as Interim Head of School of EPS.

The Senate recorded congratulations to Dr Haniff and Professor Sellathurai, who both had been successful in the elections in December, respectively for the Dean, 'Pan-University' constituency, and Dean, 'Science and Engineering' constituency.

The Senate noted that Professor Sellathurai had taken office in place of Dr Fadi Ghaith, who had served as Dean for the previous three years. The Senate recognised and recorded thanks to Dr Ghaith for the commitment, energy, and expertise that he had brought throughout his term of office as Dean and member of the Senate.

The apologies for absence were noted.

M21/02 MINUTES OF THE PREVIOUS MEETING

Received The minutes of the meeting held on 5 November 2020.

Approved The Senate **approved** the minutes as a correct record, subject to the correction of some typographical errors.

M21/03 ACTION LOG [Paper: SEN/21/01] AND MATTERS ARISING

Noted The Senate received and noted the Action Log that had been updated since the previous meeting. No Matters Arising were reported.

M21/04 REPORT FROM THE PRINCIPAL AND VICE-CHANCELLOR [Paper: SEN/21/02]

Received The Senate considered a report from the Principal, which gave the Senate a summary of the University's progress and achievements according to key strategic themes as well as details of other developments made in the wider Higher Education sector.

Noted The Senate noted that many in the University community were facing challenges whilst endeavouring to deal with the ongoing uncertainties and restrictions imposed by the pandemic, with many juggling family life and caring responsibilities while also working or studying. The importance was emphasised of the University community remaining connected and working together to support colleagues and students.

It was noted that there had been many areas of positive development over the previous months, with the Student Partnership Agreement a notable example of collaborative working bringing success. The new Planning process, AP2.0, was also cited as providing a strategic intent and a fresh approach to ensuring the involvement of all colleagues in preparing future plans. The [AP2.0 SharePoint site](#) was now live and Senators were invited to view a video, which gave additional information to the recent presentation and an all-staff briefing.

Congratulations were offered to the colleagues named in the report for the notable achievements in personal awards in education and research, including their grants won. Senators were encouraged to share with others some of the several stories of achievement occurring across the University.

The Senate noted that the pandemic continued to affect the operation of the University across all campuses, and whilst there were encouraging signs of improvement, consideration would need to be given to a future return to more normal operation. In the meantime, Senate would continue to meet digitally at least for the remainder of this academic year. Other matters requiring decisions soon included how students would graduate this year and how to manage ongoing processes in teaching and learning. A future Senate meeting would have opportunity for a fuller discussion of how research is being affected by the pandemic. This would also be a topic for discussion at the next all staff executive briefing. Senate would also consider scenarios for the return of more students to campus, ensuring that each campus offers a safe environment for students and staff.

M21/05 UPDATE ON REVIEW OF ACADEMIC ARCHITECTURE**Received**

Under the Strategic Theme: Pioneering in Education, the Senate received and considered a presentation, led by the Deputy Principal (Education and Student Life), and supported by the Head of Academic Quality & Enhancement, on the progress of the Review of Academic Architecture. The presentation is available on the [Senate SharePoint site](#).

Noted

The Senate was reminded of the key principles and objectives of the Review, noted an overview of the role of Senate in the process, and considered the future steps, which included the matters planned for the Senate to consider in this regard at its next two meetings.

It was noted that the need for a resilient and adaptable framework had been enhanced by the pandemic and the restrictions it had brought. Other circumstances had also changed since the internal framework had been set in 2008, including the core academic mission and scholarship and research also. It was therefore an opportune time to explore means of building on the current strengths. The importance of the Scottish Credit and Qualifications Framework (SCQF) was reaffirmed.

The important role of the Senate was emphasised in approving changes to the structure and types of programmes offered, as well as the structure of the academic year. Senate also preserves the fundamental principle of “identical academic standards; diversity of learning experiences”; ensures that all taught provision, wherever and however delivered, aligns with the credit and level requirements of the SCQF, maintains the quality and academic standards of awards, and the value of Heriot-Watt qualifications over time.

Senators were invited to contribute to the discussions via a brief questionnaire in the first instance, with other options being explored to ensure engagement, such as a workshop, which would have the opportunity to consider how to approach the other work need to develop this important matter. It was anticipated that the Senate meetings in April would consider the structures and types of programmes, with the June meeting considering a model for the architecture of the academic year. It was emphasised that the pace of change would be important. It was proposed that the Senate would set the landscape, with the University Committee for Learning and Teaching (UCLT) working on the detail. A further Senate workshop would offer the opportunity for full discussion to delve into the detail of the proposals as they emerge.

In discussion, Senators highlighted the need to take account of accreditation, and also to ensure that the assurance of academic quality and standards would be embedded in the process. It was requested that the resilience of staff be taken into account in this process, especially recognising the increasing pressure on small teams. Further comments recognised the need to protect research time and wellbeing needs against the backdrop of change. Other ongoing duties should also be factored into the demands on staff, and it was suggested that the whole cycle of activities usefully could be examined. It was suggested to be important to focus on the problem of increasing complexity of multi-campus and multi-mode delivery, which could be extremely onerous for staff delivering courses and programmes, especially with responsive blended learning. The assurance of quality in these modes of learning and teaching was also emphasised. It was further noted that the various strands of work to deliver portfolio modernisation, the new VLE and the review of academic architecture usefully could be integrated as far as possible to deliver the anticipated benefits. It was noted that there would be student participation at every stage of the process, and it was suggested that the

employer perspective should be sought also, as an academic architecture which supports the employability agenda would be key. Some scenarios to look at the future of learning could also help shape the architecture.

The Senate welcomed the opportunity for further engagement to develop this work and noted that as well as contributing to the brief online consultation, colleagues were encouraged to send further comments to the Head of Academic Quality and Enhancement or the Deputy Principal (Education and Student Life). Colleagues encountering difficulties in the delivery of programmes were encouraged to contact the Director of the Learning and Teaching Academy.

M21/06

TRANSITION TO CANVAS

Received

Under the Strategic Theme: Building Flourishing Communities, the Senate received and considered a presentation, introduced by the Deputy Principal (Education and Student Life) and supported by the Director of the Learning and Teaching Academy (LTA), on the prospective transfer of the Virtual Learning Environment (VLE) provider from Blackboard to Canvas. The presentation is available on the [Senate SharePoint site](#).

Noted

The VLE was recognised as a key enabler to Heriot-Watt's Pioneering in Education ambitions. The need for enhancement had long been recognised, with the move to Responsive Blended Learning (RBL) in the past year having amplified that need. It was suggested that the new VLE would enable a step-change in learning and teaching activity, primarily through enhancing how students engage with learning, offering more flexibility and creativity in the approach to teaching, curriculum and assessment, and supporting connections across the University's global learning community. The move to a fit-for-purpose space would help make the experience better for all concerned.

The Senate noted that the benefits of the new platform included the modern looking and engaging and user-friendly interface. Canvas was also easier to understand and much more intuitive to use than Blackboard. There would be improved tools for providing feedback on submitted work. There was also the benefit that the support materials provided were clearly written and easy to access and use. There would be no need for them to be rewritten for use at Heriot-Watt so will be consistently up to date. It was noted that the move was overdue, having been paused in 2020 as a result of the pandemic and the rapid move to RBL. The old system was increasingly not fit for purpose and with more new course material coming on-stream, it made sense to be able to accommodate this on the more reliable and user-friendly platform.

It was noted that a review of support and resourcing of the VLE project had been undertaken. Additional resource had been secured to minimise course team effort in the transition process. The impact on the course teams was considered, and it was noted that comprehensive migration support would be provided, including to ensure colleagues are familiar with the new environment, and that the process of moving would be minimised as far as possible. It was recognised that there were multiple and ongoing pressures on colleagues, however confidence was high that with the mitigating actions that the move to the new environment would be able to be conducted with minimum disruption. This would include as comprehensive a 'packing and unpacking' service as was available.

In discussion, Senators sought and received further reassurance on the practical support to be available to colleagues. The practicalities of moving the course material were considered and it was noted that one-to-one advice, support, and step-through guides would be available into the

new academic session. Work continued with Schools to identify the necessary additional support, and Schools were exploring specific requirements in school and course team meetings. Senators welcomed the support available, including training sessions, and it was noted that these would be advertised in plenty of time. PhD students would also be included given their responsibilities. A SharePoint site would be in operation later that week.

The Senate noted that steps had been taken to ensure continuing support for those who would need to access the current platform until July 2022. All courses commencing in Academic Year 2021/22 or thereafter would be hosted on Canvas. It was noted that consideration would be necessary to mitigate any impact on the student experience where a programme contained courses that start in 2021/22, in addition to existing ones.

The overall roadmap through to September 2021 was explained, with agreed timelines and activities, including to identify the courses that were a priority for migration for August and September. The phased migration and transition period was welcomed.

In discussion it was recognised that there remained work to be done, and that reassurance would continue to be given to colleagues, including to facilitate greater familiarisation with the new platform and details of the support that would be available during the transition period and beyond. It was noted that there was a great deal of expertise among colleagues and experience that would greatly assist the transition and implementation process. It was noted that professional service colleagues and the wider academic community were working in partnership to deliver on this crucially important initiative.

It was suggested that the presentation and discussion indicated that the Senate could take confidence that the new VLE would successfully be in place for the start of Session 2021/22. The Senate recorded its thanks to the Deputy Principal (Education and Student Life), the Director of the LTA, colleagues in IT, the LTA, and Schools, and to all colleagues who continued to contribute to the development and transition process.

M21/07

NEW CONSOLIDATED ADMISSIONS REGULATION

**Received
and
Noted**

The Senate received and noted a verbal update from the Head of School (Textiles and Design), in her capacity as Chair of the Ordinances and Regulations Committee (ORC) and Chair of the University Committee for Quality and Standards (UCQS). It was reported that to permit further consultation, the intended paper (SEN/21/03) had been withdrawn and the revised Regulation would be brought to the next meeting, after the Ordinances and Regulations Committee had resolved some final elements at its meeting in March 2021. The consolidated Admissions Regulation formed part of a suite of revised Academic Regulations that would be brought to the April Senate meeting for approval following broad consultation in the Schools and consideration and endorsement from the UCQS and the ORC.

FW April
2021

M21/08

REVISED INTELLECTUAL PROPERTY POLICY [PAPER: SEN/21/04]

Received

The Senate received and considered a paper from the Deputy Principal (Enterprise and Business) that presented the proposed revised Intellectual Property Policy.

Noted

It was noted that the Court had previously given approval to the revised Policy subject to further consultation and modification. The revised Policy had subsequently been considered by several committees in the

academic and corporate governance structure as well as the University Executive. Some modifications had been made, although there had been no change to the framework of the Policy or its fundamental content.

It was noted that confirmation was awaited from the Audit and Risk Committee (ARC) of the Court that it had been content with some modifications following recent consultation. Accordingly, Senators were invited to offer further comments on the proposed Policy. This feedback would be consolidated with that of the ARC, and the further modified Policy would be submitted again to the next meeting of the Senate for endorsement prior to submission to the Court for approval.

In discussion, the Policy was commended for its ambition and global outlook, as well as tightening up legal aspects. The Deputy Principal (Enterprise and Business) welcomed direct input from individual Senators to aid the progress of the Policy.

All/
DP(E&B) Feb /
Mar
2021

M21/09 SENATE EFFECTIVENESS REVIEW OUTCOMES AND RECOMMENDATIONS [PAPER: SEN/21/05]

- Received** The Senate received, considered and approved the recommendations of the report, as presented by the University Secretary, which provided Senate with the outcomes of the recent 'light touch' survey to assess the effectiveness of the Senate, and some actions derived from the findings. It was noted that this followed on from the overall Governance Review conducted in 2018. The recommendations have also been considered and endorsed by the Senate Committee for Interim Business and Effectiveness (SCIBE) at its recent meeting.
- Noted** In considering the report the Senate noted in particular: the opportunity for Senators to put forward matters for possible inclusion on the Senate Agenda; the intention to hold a joint meeting with the Court on an annual basis, as long as a suitable theme would be identified, and Senators were invited to put forward possible themes for discussion; the intention to conduct different types of meeting to encourage and facilitate participation of Senators in meetings; the opportunity to consider in future reviews some broader questions of academic governance – it would be particularly appropriate to consider these themes in preparation for the next external-led overall review of governance, which would fall due to be held in 2023.
- Approved** After discussion and consideration of the key points stated in the paper, the Senate was content to agree and adopt the proposed actions arising from the survey findings proposals to:
- i. report to the Court that overall it is content that it is effective in fulfilling its remit;
 - ii. Remind Senators of their opportunity to submit topics for inclusion on the agenda for Senate meetings;
 - iii. Explore options for encouraging broader participations in discussions at Senate meetings, eg break-out groups for specific topics;
 - iv. Conduct an online induction / refresher event on the role and responsibilities of Senators;
 - v. Conduct a joint meeting of the Court and the Senate in 2021 (as long as a useful and relevant topic is identified to provide the focus of the meeting (Senators are invited to submit ideas for consideration));
 - vi. Keep track of the broader questions of academic governance (as raised in some written comments) in order that they can be tested ahead of or during the next external review.
- The Senate thanked the University Secretary and the Clerk to the Senate for conducting the light-touch review, analysing the feedback received, and preparing the recommendations for consideration and adoption.

M21/10	SENATE COMMITTEE FOR INTERIM BUSINESS AND EFFECTIVENESS (SCIBE): REPORT OF MEETING HELD 18 JANUARY 2021 [PAPER: SEN/21/06]
Received	The Senate received and noted the report, as presented by the Principal, the Chair of the Committee, of business that SCIBE had conducted since the previous meeting of the Senate.
Agreed	The Senate agreed the proposal that Professor Sellathurai would be appointed as a member of the SCIBE until 31 December 2023, to take the place vacated by Dr Ghaith following the recent Deans' election.
Noted	In considering the report the Senate noted in particular some matters that SCIBE had conducted on its behalf or under delegated authority: - to further help mitigate the challenges of COVID-19, SCIBE had approved on behalf of Senate a proposal that applicants could be admitted to programmes with predicted grades, should there be no grades available via 'normal' routes. SCIBE had also endorsed the 'Academic Safety Net', which was a re-statement of existing policies to assist with mitigating the Covid-19 restrictions. These actions had been dealt with as matters of urgency to provide certainty at the earliest opportunity to Students and Staff. - agreed on behalf of Senate that Professor Arthur, would be the Dean appointed as a member of the Court to March 2023, to take the place vacated by Dr Ghaith following the recent Deans' election; - appointed two Associate Deans to support the Dean (Pan-University) for the next three years. A call for expressions of interest had recently been made for two further Associate Deans, to support the Dean (Science and Engineering). - approved a series of committee appointments, which the clerk would convey to members shortly. The Senate noted that there would also be further opportunities for Senators to join committees of the Senate that would be published in the near future. - approved modifications to the composition of the Selection Committee for the Head of School of EPS. - approved the conferral of an Emeritus Professorship on Professor Gill Hogg, and the conferral of the honorary title of Honorary Research Fellow in the School of Social Sciences on Dr Steven Emery. The SCIBE also reviewed the full paperwork relating to an earlier decision of the award of an honorary title in the School of EGIS and agreed to modify the award to Honorary Professor.

M21/11	UNIVERSITY COMMITTEE FOR LEARNING AND TEACHING: MINUTES OF MEETING HELD 4 NOVEMBER 2020 [PAPER: SEN/21/07]
Received	The Senate received and noted the report of business conducted at the meeting held on 4 November 2020 as presented by the Chair of the Committee. All items in the report were presented for information. The Senate noted that there had been a further meeting of UCLT in recent days, which had considered the significant matter of the highly positive outcome of the 2020 ELIR exercise, where the University had received the highest overall judgement from the ELIR review: Heriot-Watt University has effective arrangements for managing academic standards and the student learning experience.
Noted	This positive judgement means the University meets sector expectations in securing the academic standards of its awards and enhancing the quality of the student learning experience it provides, currently and into the future. This judgement confirmed there can be public confidence in

Heriot-Watt University's awards and in the quality of the learning experience it provides for its students. The judgement was accompanied by a suite of commendations and recommendations. The commendations collectively recognise the journey undertaken by Heriot-Watt towards becoming a truly global institution, with students at the heart of all we do. The Senate recorded thanks to the Deputy Principal (Education and Student Life), the Head of Academic Quality & Enhancement, the Quality and Enhancement team and all who had played a part in landing the rigorous process that had resulted in the tremendous outcome.

**M21/12 UNIVERSITY COMMITTEE FOR QUALITY AND STANDARDS:
MINUTES OF MEETING HELD 18 NOVEMBER 2020
[PAPER: SEN/21/08]**

Received The Senate received and noted the report of business conducted at the
Noted meeting held on 18 November 2020 as presented by the Chair of the Committee. It was noted that there had been a further meeting of UCQS in the past week and that subsequently consultation papers had been circulated to all Schools seeking comments on the proposed revised academic Regulations. Senators were urged to engage with consultation discussions within the Schools.

All Feb/Mar
2021

**M21/13 UNIVERSITY COMMITTEE FOR RESEARCH AND INNOVATION:
MINUTES OF MEETINGS HELD 19 NOVEMBER 2020
[PAPER: SEN/21/09]**

Received The Senate received and noted the report of business conducted at the
Noted meeting held on 19 November 2020 as presented by the Chair of the Committee. The Senate welcomed the report that the University had signed the San Francisco Declaration on Research Assessment (DORA), which recognises the need to improve the ways in which researchers and the outputs of scholarly research are evaluated.

Approved The Senate approved a minor change to the UCRI Terms of Reference.

M21/14 DATES OF FUTURE MEETINGS

Noted The dates of the further meetings of the Senate in Session 2020/21 were noted as:

Thursday 22 April 2021 (*please note change of date*);
Wednesday 16 June 2021.

Signed by the Chair Date

THE SENATE

Minutes: 22 April 2021

In the Chair:	Professor Richard A Williams, Principal and Vice-Chancellor	
Members also Present:	Mr Soehl Abraham Professor Mushtak Al-Atabi Dr Nasir Al Lagtah Professor Scott Arthur Professor Lynne Baillie Professor Mark Biggs Dr Euan Brown Dr Keith Brown Dr Jim Buckman Dr Jim Cameron Dr Antonin Chapoy Professor Malcolm Chrisp Ms Sue Collier Professor Susan Dewar Professor Dugald Duncan Dr Ahmed Elsheikh Dr Tom Farrington Dr Alan Forster Dr Shumei Gao Professor Alan Gow Dr Hagir Hakim Professor Duncan Hand Dr Amos Haniff Mr Alexander Hedlund Dr Paul Hopkinson Dr Dave Jenkins Professor Ammar Kaka Dr Ruhul Khandaker Ms Emily Lucy King	Ms Elizabeth Lau Dr Aude Le Guennec Mr Carlos Augustine Lim Zhen Yang Professor Robert MacIntosh Dr Bill MacPherson Dr Airil Yasreen Mohd Yassin Dr Gillian Murray Dr Marlene Muller Professor Jemina Napier Dr Mehdi Nazarinia Dr Mutasim Nour Mr Larry O'Brien Mr Mark Parker Dr Sandhya Patidar Professor Beatrice Pelloni Professor Garry Pender Dr Joanne Porter Dr Hani RagabHassen Mr Peter Ridges Dr Rabee Rustum Professor John Sawkins Professor Mathini Sellathurai Dr Katerina Strani Ms Lara Stroudinsky Ms Rachel Sutherland Professor Nick Taylor Professor Gillian Thomson Professor Fiona Waldron Dr Daniil Yurchenko
In Attendance:	Ms Ruth Moir Professor Martha Caddell Ms Kathy McCabe Dr Maggie King	Ms Kirsty Scanlan Mr John McDermott Mr Nathan Bircham Mr David Meighan (Clerk)
Observer:	Mr Grant Innes (Chair of Court)	Mr Richard Claughton (Global HR Director) (for M21/23)
Apologies:	Dr David Cavallaro Ms Elaine Collinson Mr Lee Miles Ms Vanessa Northway Professor Vicki Stone	Mr Paul Travill Dr Kathryn Waite Professor Robert Weston Dr Anke Wiese Dr Marion Winters

MINUTE REF

ACTION BY

ACTION DATE

M21/15

WELCOME AND ANNOUNCEMENTS

The Principal welcomed the Senators and others participating in the meeting, making special mention of Mr Grant Innes, Chair of Court, who was observing the meeting, and Mr Richard Claughton, Global Director of HR, who would be joining the meeting in relation to agenda item 3.3 (Grievance Procedure Consultation) (minute reference M21/23).

The apologies for absence were noted.

M21/16	MINUTES OF THE PREVIOUS MEETING
Received	The Senate received the minutes of the meeting held on 3 February 2021.
Approved	The Senate approved the minutes as a correct record.
M21/17	ACTION LOG [Paper: SEN/21/11] AND MATTERS ARISING
Noted	The Senate received and noted the Action Log that had been updated since the previous meeting. No Matters Arising were reported.
M21/18	REPORT FROM THE PRINCIPAL AND VICE-CHANCELLOR
	[Paper: SEN/21/12]
Received	The Senate received a report from the Principal, providing a summary of the University's progress and achievements, according to key strategic themes, as well as details of other developments made in the wider Higher Education sector.
Noted	The Senate noted that: - the University made its Research Excellence Framework submission last month; - Colleagues had completed the move into the new Dubai campus, that week; and - there had been affirmation of the University's final two strategy priorities areas in 'access and inclusion' and on 'global sustainability'. In relation to student recruitment prospects for next session, 2021/22, Senate noted that the environment had changed again and the impacts of Covid had shifted admissions timelines and decision making, such that it was difficult to make comparisons with the current session. Senate noted that there were challenges in postgraduate taught and some undergraduate areas. Certain new programmes and initiatives in some Schools were proving to be attractive, whereas in some others, baseline undergraduate recruitment was currently below normal levels. The Senate noted that international student decisions for admission into Dubai and Scotland were being delayed, albeit that deposit-backed recruitment into Dubai was ahead of last year, at this point. The Senate noted that there would be a detailed recruitment update at the next All Staff Briefing on 5th May. Connected to student recruitment, the Senate discussed that, in previous years, the University had been praised by its students for the speed with which it responded to admissions queries – in particular, the response rate of 3 or 4 days. Noting the centralisation of admissions processes and the impact of the introduction of January admissions, the Senate acknowledged the significant stress that had been placed on the University's admissions team and the significant work carried out by these colleagues. The Senate acknowledged the need to ensure appropriate planning was given to this workload, to allow colleagues to maintain those excellent response times. The Senate noted that the University's Access and Inclusion strategy was currently being finalised and a more reader-friendly paper would be circulated, once it had been finalised. Senators noted that Prof Gill Thomson was leading on Access and Inclusion strategy.
Noted	Thanks were provided to Senators for their views on the proposed appointment of the University's new Chancellor. Senate noted that there had been overwhelming support for the proposed appointee and that these positive remarks would be conveyed to the University's Court, when the matter was considered by it on Monday, 26 April.

M21/19

UPDATE ON REVIEW OF ACADEMIC ARCHITECTURE**Received**

Under the Strategic Theme *Pioneering in Education*, the Senate received and considered a presentation, led by the Deputy Principal (Education and Student Life), and supported by the Head of Academic Quality, on the progress of the Review of Academic Architecture. The presentation is available on the [Senate SharePoint site](#).

The Senate was reminded of the key principles and objectives of the Review, noted an overview of the role of Senate in the process, including those matters that had been completed since the last Senate meeting, and considered the future steps.

Noted

The Senate noted that, since it last met, a survey of Senate members' views had been conducted, with a third of Senators responding. The majority of those respondents had agreed that a three-stage plan for the review provided an effective way of progressing and concluding the review.

The Senate noted that Nous Consultancy had been re-engaged for exploratory discussions and to help frame the context of the review.

The Senate also noted that the initially mooted Senate Academic Architecture working group had proved to be unworkable, with too large a group being required to ensure that a sufficiently wide cross section of Senate was represented. The proposed method of gathering views was therefore to be by way of all-Senate surveys, supported by Senate Workshops.

The Senate discussed the need to ensure that response rates for any surveys were sufficiently high, to ensure that Senate's views were fully accounted for. It was noted that there would also be a number of workshops at which Senators' views could be given. It was also noted that, as well as including Directors of Learning and Teaching, the review should seek to engage with Programme Directors of Studies and also consult more widely with Schools as a whole to ensure a more representative, inclusive view. Senate acknowledged that for the review to be successful, staff must have a chance to shape the outcomes and that it was vital that it engages the whole of the University community in any consultation.

The Senate discussed particular aspects of the University's current academic architecture and questioned whether these would be included in the review discussion. Senate noted that there had been a number of things the University had been able to reflect on in this past year, particularly in terms of how we teach and assess, which would be included in the review discussions.

The Senate also noted: the need to maintain flexibility throughout the review, as the full impacts of Covid are understood; the possible pressures on staff that may arise from any changes to architecture (including the teaching of the 'old format' along with the new; and that it would be important to signpost in discussions (1) the proposed consultation process with key external stakeholders and (2) any work to be done in identify future scenarios for student personas, and how we are going design our architecture to support their needs for life-long learning.

Finally, the Senate noted that this matter would return to its June meeting, and that there was a Senate Workshop on the review on 6 May.

JWS/
MKJune
2021

M21/20

PATHWAY TO NEXT SESSION**Received**

Under the Strategic Theme *Pioneering in Education*, the Senate received and considered a presentation, introduced by the Deputy Principal (Education and Student Life), on Planning Assumptions in Learning and

Teaching for the Academic Year 2021/22. The presentation is available on the [Senate SharePoint site](#).

Noted

The Senate noted that there were two key planning objectives for academic year 2021/22:

- To enable students to proceed with their studies alongside their peers, whatever pandemic-related restrictions are lifted or imposed in specific contexts; and
- To progressively enhance the quantity and range of on-campus / in person educational and student life opportunities available to our student communities.

Noted

In terms of those objectives, the Senate noted eight related planning assumptions:

1. The University would follow the published academic calendar for academic year 2021/22.
2. The delivery model would remain Responsive Blended Learning.
3. The Semester 1 Examination Diet would be conducted in the take-home format only. Senate noted that this had been approved by SCIBE at its recent meeting.
4. The Semester 2 and summer resit Examination Diets would include (by exception) an option to conduct through in person / on-campus delivery within the following parameters:
 - i) where required by relevant PSRBs; or
 - ii) where deemed by the academic Schools to be educationally essential.
 Senate noted that this had been approved by SCIBE at its recent meeting.
5. The maximum class size for in-person / on-campus delivery at all campus locations would be set at 50 for the entire academic year 2021/22.
6. Staff workloads would be managed proactively by Schools and Professional Services within standard University HR guidelines.
7. The student experience would be progressively enriched during the year through a managed approach to increase in person / on campus educational and student life engagement opportunities.
8. A University-wide plan for prioritising particular student groups to access on-campus educational and student life opportunities would be developed in consultation with Schools and Professional Services.

Senate also noted that, in all our planning, the wellbeing of staff and students must inform decision making.

Received

Under the Strategic Theme *Excelling in Research and Enterprise*, the Senate then received and considered a presentation, introduced by the Deputy Principal (Research and Innovation), on the Pathways to Next Session. The presentation is available on the [Senate SharePoint site](#).

Noted

The Senate noted the impacts of the Covid-19 pandemic on research at the University and the response of the University to these challenges. In the face of these challenges, the Senate noted that a significant number of research successes had been achieved in the academic year 2020/21.

Noted

In terms of the outlook for 2021/22, the Senate noted:

- The University's activities would continue to be affected by Scottish Government Guidelines.
- The research funding landscape will continue to move, with:
 - GCRF funding ceasing once existing, re-profiled grants come to a natural completion;
 - The majority of ISCF grants being awarded after a delayed start;
 - New place based initiatives coming on line; and
 - Continued uncertainty over the costs of Horizon Europe,
- In relation to Research Culture and Team Science:

- The Department for Business, Energy and Industrial Strategy's Research & Development People and Culture Strategy Steering Group would be reporting soon; and
- There will be a move away from individuals, in terms of research assessment, to one of looking at what groups and teams can achieve or have achieved. Senate noted that this maps onto our Flourishing Communities strategic theme but would still require positive action.
- In relation to Economic Recovery, opportunities such as 'Build Back Better' will convert into more specific actions. Climate Change and the drive for Net Zero will be a key component of this.
- In relation to the Research Excellence Grant, the University's Research Excellence Framework result will come out in March / April 2022, but that changes to the rules could mean the funding model will change.

The Senate discussed whether, in light of the uncertainties around funding, the University should look to amend colleagues' research funding targets through the Performance and Development Review (PDR) process. The Senate noted that PDRs are individual to each colleague and that reviewers should be cognisant of the environment in which their reviewees are working. The Senate noted that "best endeavours" were expected but that this would mean different things to different people, depending on their circumstances. The Senate noted that whilst the last year had posed considerable challenges for some colleagues, others had been impacted less, and that this was reflected in the University's research performance in 2020/21. PDR targets should therefore always be viewed through the lens of the individual. It was noted that reviewers should be flexible and discussions around what was realistic should happen between reviewer and reviewee. The Senate noted that the Vice Principal and the Global Director of HR would be delivering a roadshow on PDRs for all Schools and would reinforce this message.

M21/21 NEW CONSOLIDATED SUITE OF REGULATIONS [PAPER: SEN/21/13]

Received The Senate received and considered a presentation, introduced by the Head of School (Textiles and Design), in her capacity as Chair of the Ordinances and Regulations Committee (ORC) and Chair of the University Committee for Quality and Standards (UCQS), relating to a suite of proposed Academic Regulations, being put to Senate for consideration and approval.

The Senate noted that it was being asked to consider the following proposed Regulations:

- A1 Definitions and Interpretation
- A2 General
- A3 Admissions
- A4 Course, Programmes and Assessment
- A5 Academic Decision Making Boards
- A6 Progression
- A7 Awards
- A10 Exceptional Circumstances

Also being proposed was a change to Ordinance P2, paragraph 3.

Noted The Senate noted that the overarching aims of the review had been to:

- Consolidate aspects of the current Regulations, into single regulations;
- Ensure the Regulations conform to the University's Charter, Statutes and Ordinances;
- Come to a common approach for each aspect of the Regulations; and

- Ensure greater clarity of the Regulations – consequently reducing the number of regulations and clarifying terminology.

The Committee noted that there had not been any overarching aim to make major substantive changes to the requirements and standards contained within the Regulations. However, where changes had been proposed this was principally being done for the following reasons:

- To reflect current, appropriately approved, policy and practice; or
- To reduce the level of unnecessary stipulation of requirements in the Regulations.

The Senate noted that a UCQS working group had conducted consultations on the proposed Regulation, issued through the Directors of Academic Quality and the UCQS.

In terms of each individual Regulation, the Senate was led through each by the Head of School (Textiles and Design), noting any specific changes or key points that the introduction of that Regulation would bring.

Approved

Following the opportunity for a discussion of each individual Regulation, the Senate approved the following Regulations:

- A2 General
- A3 Admissions
- A4 Course, Programmes and Assessment
- A5 Academic Decision Making Boards
- A6 Progression
- A7 Awards
- A10 Exceptional Circumstances

In relation to Regulation A1, Definitions and Interpretation, the Senate noted that this would return for approval at its next meeting, in June. The Senate noted that it was anticipated that further definitions would be required to be added to this Regulation, as other outstanding Regulations were finalised.

In relation to Regulation A2, General, the Senate noted that certain matters relating to discipline and student conduct had not been included but would be covered in the, yet to be finalised, Student Discipline Regulation. The Senate noted that this would include reference to matters such as racism and sexism.

The Senate noted that, in relation to the various links in the Regulations, the intention was that there would be an identifiable colleague from the University's Professional Services staff who will be responsible for the maintenance of the University's Academic Regulations, including ensuring the currency of things like web-links.

Endorsed

Additionally, the Senate endorsed the proposed amendment to Ordinance P2, for onward approval by the Court.

FW

July
2021

The Senate thanked UCQS and ORC for its work in preparing this new suite of Regulations, and noted particular thanks to all those colleagues who had been involved in the consultation on them and the smaller working group which had carried out the drafting.

M21/22

REVISED INTELLECTUAL PROPERTY POLICY [PAPER: SEN/21/14]

Received

The Senate received and considered a paper from the Deputy Principal (Enterprise and Business) which presented the proposed revised Intellectual Property Policy.

Noted

It was noted that the Court had previously given approval to the revised Policy, subject to further consultation and modification. The revised Policy had subsequently been considered by several committees in the

academic and corporate governance structure, as well as the University Executive. Some modifications had been made, although there had been no change to the framework of the Policy or its fundamental content.

It was noted that the policy had also recently been provided to the Audit and Risk Committee of the Court for comment, and that it had been content with the policy. Additionally, since its last meeting, Senators had been invited to offer further comments on the proposed Policy but, likewise, no changes had been made. The Policy was therefore being presented to this meeting of the Senate, without any change, for endorsement, prior to submission to the Court for approval.

Endorsed The Senate endorsed the Intellectual Property Policy. The Senate noted that this was a frontier policy which set Heriot-Watt apart from other institutions and recorded its thanks to all involved in delivering this.

M21/23
Received **GRIEVANCE PROCEDURE CONSULTATION [PAPER: SEN/21/15]**
The Senate received and considered a revised Global Grievance Policy. In line with Statute 7.1 and Ordinance F5 (Disciplinary, Removal and Grievance Procedures for Members of Staff), the Senate noted it was being invited to consider the revised Global Grievance Policy and to agree to recommend it to the Staff Committee of Court for approval.

Noted The Senate noted that the policy:

- brought together various related policies (such as bullying and harassment policy) into the overarching grievance policy;
- had a single global procedure for handling grievances, regardless of some minor local differences (such as the absence of trade union representation in Malaysia) or variations in, for example, locally applicable laws; and
- was not focused on establishing “right or wrong” but on facilitating an outcome, and supporting all parties involved.

Agreed Subject to the tidying-up of some of the links at the end of the policy, in particular linking to the University’s policy position on vexatious claims, the Senate agree to recommend the Global Grievance Policy to the Staff Committee of Court for approval.

RC **May 2021**

The Senate recorded its thanks to all those colleagues who had been involved in delivering the policy and creating the underlying procedures.

M21/24 **ORDINANCES AND REGULATIONS COMMITTEE: REPORT OF MEETING ON 31 MARCH 2021 [PAPER: SEN/21/16]**

Noted The Senate noted that the Report of the Ordinances and Regulations Committee’s (ORC) meeting of 31 March 2021 had been marked on its agenda as “to follow” but was not yet available. It would be issued ahead of the next Senate. However, Senate noted that the majority of matters considered at that ORC meeting had already been discussed by Senate at this meeting, under agenda item 3.1 (minute reference M21/21).

M21/25 **SENATE COMMITTEE FOR INTERIM BUSINESS AND EFFECTIVENESS (SCIBE): REPORT OF MATTERS AGREED BY CORRESPONDENCE [PAPER: SEN/21/17]**

Received The Senate received and noted the report, as presented by the Principal, the Chair of the Committee, of business that SCIBE had conducted by correspondence, since the previous meeting of the Senate.

Noted In considering the report the Senate noted, in particular, some matters that SCIBE had conducted on its behalf or under delegated authority:

- a. that the Semester 1 Examination Diet (December 2021) be conducted in the take-home format only;

- b. that the Semester 2 and summer Resit Examination Diets (April-May and August 2022) include (by exception) an option to conduct through in-person (i.e. on-campus) delivery within certain parameters;
- c. the proposed continuation of Consolidation Week in academic year 2021/22;
- d. the cancellation of in person graduation ceremonies in June / July 2021 with the continued process of issuing all awards in-absentia;
- e. the appointment of Dr Jonathan Swingle and Mr Larry O'Brien as the Associate Deans (Science and Engineering) to support the Dean (Science and Engineering), Professor Sellathurai;
- f. changes to the selection committee to appoint a Head of School of EPS;
- g. the conferral of the titles Professor Emerita or Emeritus on six colleagues; and
- h. the conferral of the honorary titles on three people.

**M21/26 UNIVERSITY COMMITTEE FOR LEARNING AND TEACHING:
MINUTES OF MEETINGS HELD 20 JANUARY 2021 AND 7 APRIL 2021
[PAPER: SEN/21/18]**

**Received
Noted** The Senate received and noted the report of business conducted at the meetings held on 20 January and 7 April 2021, as prepared by the Chair of UCLT. All items in the report were presented for information.

**M21/27 UNIVERSITY COMMITTEE FOR QUALITY AND STANDARDS:
MINUTES OF MEETING HELD 27 JANUARY 2021 AND 17 MARCH
2021 [PAPER: SEN/21/19]**

**Received
Noted** The Senate received and noted the report of business conducted at the meeting held on 27 January 2021 and 17 March 2021, as prepared by the Chair of UCQS. All items in the report were presented for information.

**M21/28 UNIVERSITY COMMITTEE FOR RESEARCH AND INNOVATION:
MINUTES OF MEETINGS HELD 11 FEBRUARY 2021 [PAPER:
SEN/21/20]**

**Received
Noted** The Senate received and noted the report of business conducted at the meeting held on 11 February 2021, as prepared by the Chair of UCRI. The Senate noted the minor changes to the UCRI Terms of Reference. All other items in the report were presented for information.

M21/29 DATES OF FUTURE MEETINGS

Noted The date of the further meeting of the Senate in Session 2020/21 was noted as Wednesday 16 June 2021.

Signed by the Chair Date

Heriot-Watt University

THE SENATE

Minutes: 16 June 2021

In the Chair: Professor Richard A Williams, Principal and Vice-Chancellor

Members also

Present:

Mr Sai Vishnu
 Professor Mushtak Al-Atabi
 Dr Nasir Al Lagtah
 Professor Scott Arthur
 Professor Lynne Baillie
 Professor Mark Biggs
 Dr Euan Brown
 Dr Keith Brown
 Dr Jim Buckman
 Dr Jim Cameron
 Dr Antonin Chapoy
 Professor Malcolm Chrisp
 Ms Sue Collier
 Professor Susan Dewar
 Professor Dugald Duncan
 Dr Ahmed Elsheikh
 Dr Tom Farrington
 Dr Alan Forster
 Dr Shumei Gao
 Professor Alan Gow
 Dr Hagir Hakim
 Professor Duncan Hand
 Dr Amos Haniff
 Mr Alexander Hedlund
 Dr Dave Jenkins
 Professor Ammar Kaka
 Dr Ruhul Khandaker
 Ms Emily Lucy King
 Dr David Cavallaro
 Ms Elaine Collinson
 Mr Lee Miles

Ms Elizabeth Lau
 Mr Syed Uzair
 Professor Robert MacIntosh
 Dr Bill MacPherson
 Dr Airil Yasreen Mohd Yassin
 Dr Marlene Muller
 Dr Mutasim Nour
 Mr Larry O'Brien
 Mr Mark Parker
 Dr Sandhya Patidar
 Professor Beatrice Pelloni
 Professor Garry Pender
 Dr Joanne Porter
 Dr Hani RagabHassen
 Mr Peter Ridges
 Dr Rabee Rustum
 Professor John Sawkins
 Professor Mathini Sellathurai
 Dr Katerina Strani
 Ms Lara Stroudinsky
 Ms Rachel Sutherland
 Professor Nick Taylor
 Professor Gillian Thomson
 Professor Fiona Waldron
 Dr Daniil Yurchenko
 Dr Kathryn Waite
 Professor Robert Weston
 Dr Anke Wiese
 Dr Marion Winters
 Ms Vanessa Northway
 Professor Vicki Stone

In Attendance:

Ms Ruth Moir
 Professor Martha Caddell
 Ms Kathy McCabe
 Dr Maggie King
 Professor Guy Walker

Mr Richard Claughton (for M21/35)
 Ms Kirsty Scanlan
 Mr Paul Travill
 Mr David Meighan (Clerk)

Apologies:

Dr Paul Hopkinson
 Dr Aude Le Guennec
 Dr Gillian Murray

Professor Jemina Napier
 Dr Mehdi Nazarinia

MINUTE REF

ACTION BY ACTION DATE

M21/30

WELCOME AND ANNOUNCEMENTS

The Principal welcomed the Senators and others participating in the meeting, making special mention of:

- Professor Guy Walker, who was attending to assist Professor Sawkins with the presentation under agenda item 2.1 Update on Review of Academic Architecture (minute reference M21/34);

- Mr Richard Claughton, Global Director of HR, who was attending to provide the Staff Survey Update at agenda item 2.2 (minute reference M21/35); and
- Mr Sai Vishnu, Student President (Malaysia) and Mr Syed Uzair, Student President (Dubai), the recently appointed Student Presidents for Malaysia and Dubai, who were attending their first Senate meeting

The apologies for absence were noted.

The Principal also made special mention of a number of Senators whose terms on Senate were ending in July and who were therefore attending their last Senate meeting:

- Dr Alan Forster
- Professor Nick Taylor
- Professor Alan Gow
- Dr Shumei Gao
- Ms Vanessa Northway
- Professor Jemina Napier
- Professor Robert Weston

The Principal expressed his sincere thanks, on behalf of Senate, for the contributions made by these colleagues.

Finally, Senate noted two Senators who had been re-elected from the School of Mathematics and Computer Science, following an uncontested election:

- Professor Dugald Duncan
- Mr Larry O'Brien

The Senate also noted that elections for the four remaining Schools were ongoing and would close on Monday, 21 June. Senate would be updated once the results were known.

M21/31 MINUTES OF THE PREVIOUS MEETING

Received Approved

The Senate received the minutes of the meeting held on 22 April 2021. The Senate **approved** the minutes as a correct record.

M21/32 ACTION LOG [Paper: SEN/21/21] AND MATTERS ARISING

Noted

The Senate received and noted the Action Log that had been updated since the previous meeting. No Matters Arising were reported.

M21/33 REPORT FROM THE PRINCIPAL AND VICE-CHANCELLOR [Paper: SEN/21/22]

Received

The Senate received a report from the Principal, providing a summary of the University's progress and achievements, according to key strategic themes, as well as details of other developments made in the wider Higher Education sector.

Noted

From the content of the report the Senate noted, in particular:

- The virtual Celebrations Week events taking place in the last ten days, including the Technicians Awards, the Values Awards and the PRIME Awards.
- The publication of two influential University rankings – the QS World University Rankings and the Complete University Guide. Senate noted that the University had risen to its highest position in both surveys: 270th (33rd in the UK) in the QS World Rankings, a rise of

31 places year-on-year; and 23rd in the UK in the Complete University Guide, a rise of six places (4th in Scotland, up once place from last year).

- The Global Pandemic continues to impact on all of our campuses. Senate noted that whilst in Malaysia our colleagues were once again experiencing a full lockdown situation until the end of June, in Dubai the situation was relatively positive, and many colleagues were enjoying our new campus. In Scotland, the Senate noted that we were preparing to deliver a progressively more positive on-campus experience for our staff and students.
- That Jamie Hepburn MSP had been appointed as the new Minister for Higher Education and Further Education, Youth Employment and Training.
- The Scottish Funding Council review is expected to be published next week.
- Professor Bryn Jones was retiring. The Principal thanked Professor Jones for his contribution to the University, most notably his recent work in connection with the Dubai campus move
- Professor Robert MacIntosh was leaving the University to take up a post as Pro Vice-Chancellor at the University of Northumbria. The Principal thanked Professor MacIntosh for his contribution to the University both as Head of School and also, recently, in relation to the implementation of Strategy 2025.

M21/34 UPDATE ON REVIEW OF ACADEMIC ARCHITECTURE

Received Under the Strategic Theme *Pioneering in Education*, the Senate received and considered a presentation, led by the Deputy Principal (Education and Student Life), and supported by the Head of Academic Quality and by Professor Guy Walker, on the progress of the Review of Academic Architecture. The presentation is available on the [Senate SharePoint site](#).

The Senate was provided with an update focusing on Programme Architecture and the Structure of the Academic Year, including detail of what had happened since the matter was last discussed at Senate in April, and details of the future steps. In concluding the presentation, the Senate noted that the next step was, in the new academic year, to conduct deep and broad consultation on the emerging key themes.

Following the presentation, the Senate discussed the need for having a workload model which would allow the University to track the impacts of any changes that were made. The Senate noted that it was fundamental that we were able to consider all of this work in terms of our staff time and what we can realistically implement and achieve.

The Senate also discussed the use of the current consolidation week. It was noted that the University needs to be very clear what that week is and isn't for, in any future structure.

Noted The Senate also noted that a number of points had been raised in the online Teams "chat" and that these would be picked up and considered by the Deputy Principal (Education and Student Life) and the Head of Academic Quality.

M21/35 STAFF SURVEY UPDATE

Received Under the Strategic Theme *Flourishing Communities*, the Senate received and considered a presentation, introduced by the Global Director of HR, providing an update on the recent HWU Staff Survey. The presentation is available on the [Senate SharePoint site](#).

- Noted** From a wide-ranging overview of the Staff Survey results, the Senate noted:
- Overall, the University's survey score had increased by 2% to 72%, with modest increases in all three main survey areas of: Strive; Stay; and Say.
 - There was variance in survey results across Schools and Professional Services areas, and discussion of these specific differences would be happening at a local level.
 - In terms of a thematic view of the results, there had been improvements across all thematic averages. As with other pulse surveys run this year, once again, the importance of line managers had been noted from the results.
 - The Senate also noted those areas that had seen the largest positive change since the 2019 survey and the questions that had returned the lowest scores. In relation to the latter category, Senate noted that there had been some improvement across the lower scoring questions but that there was still room for improvement.
 - In relation to the scores returned for questions on bullying and harassment, there was a need to have further conversations at a local level to understand the types of behaviour people are experiencing, to allow the University to act accordingly.
 - In terms of the impacts of and learning from pandemic working, the ability of colleagues to be able to meet the requirements of my job without regularly working excessive hours was something that needed to be addressed.

Noted The Senate further noted that local-level School meetings were scheduled to commence at the end of June, to discuss where we should focus on to make improvements.

The Principal thanked the Global Director of HR for his presentation, noting that, whilst the recent survey had seen some encouraging improvements, we will continue to work together as a University to make Heriot-Watt University an even better place to work.

M21/36 NEW CONSOLIDATED ACADEMIC REGULATIONS [PAPER: SEN/21/23]

Received The Senate received a brief introduction from the Chair of the Ordinances and Regulations Committee (ORC), relating to the suite of proposed Academic Regulations and other regulatory instruments noted below.

Noted The Senate noted that it was being asked to consider and approve the following proposed Regulations:

- Regulation A9, Honorary Degrees
- Regulation A11, Academic Dress, Congregations and Ceremonial Processions
- Regulation A12, Student Academic Appeals
- Regulation A13, Student Discipline
- Regulation A14, Library
- Regulation B1, Sports Union

Additionally, the Senate noted that it was being asked to:

- Agree for recommendation to the Court, a new Ordinance P11, Common Seal of the University;
- Rescind:
 - Regulation 22, Inquorate meetings of the Court and the Senate;
 - Regulation 33 Combined Studies, replacing it with policy; and
 - Regulation 52 Restructuring of the Academic Year (Transitional Arrangements); and

- A number of existing Regulations, following the approval of the new suite of Regulations; and
- Endorse an updated Regulation A1, Definitions and Interpretations (update).

Noted The Senate noted that the suite of Regulations, the Ordinance and the policy now before it had been duly considered by the Ordinances and Regulations Committee, with the papers for each individual instrument also highlighting the consultation that had occurred before the current proposals had been made to the Senate. In terms of each individual regulatory instrument noted above, the Senate was led through each by the Chair of ORC, noting any specific changes or key points that the introduction of that Regulation would bring.

Approved Following the opportunity for discussion of each individual Regulation, the Senate approved, without amendment, the following Regulations:

- Regulation A9, Honorary Degrees
- Regulation A11, Academic Dress, Congregations and Ceremonial Processions
- Regulation A12, Student Academic Appeals
- Regulation A13, Student Discipline
- Regulation A14, Library
- Regulation B1, Sports Union

In addition the Senate:

Agreed • Agreed to recommend a new Ordinance P11, Common Seal of the University, to the Court (for approval);

Approved • Approved the rescinding of Regulation 22, Inquorate meetings of the Court and the Senate, and Regulation 52 Restructuring of the Academic Year (Transitional Arrangements);

Approved • Approved the rescinding of Regulation 33 Combined Studies, replacing it with the proposed policy; and

Endorsed • Endorse an updated Regulation A1, Definitions and Interpretations (update).

**FW/
Clerk**

**June
2021**

**Considered
Noted** Finally, the Senate considered a paper proposing the rescinding of a number of University Regulations. The Committee noted that this was being proposed as a consequence of the approval of the above suite of Regulations and the suite already approved by the Senate at its meeting of 22 April 2021. The creation and subsequent approval of this new suite of Regulations was always intended to replace the University's existing Regulations. Rescinding the current Regulations was, therefore, the remaining necessary step.

Approved Following the opportunity for discussion the Senate approved the rescinding of the following Regulations:

- Regulation 1 – General
- Regulation 2 - Admission
- Regulation 3 – Modular First Degrees
- Regulation 3 Schedule 1A – Combined Studies
- Regulation 3 (Old) – Non-Modular First Degrees
- Regulation 4 - Postgraduate Diplomas and Graduate Diplomas
- Regulation 9 – Assessments and Examinations
- Regulation 10, Honorary Degrees
- Regulation 11, Library
- Regulation 13, Ceremonial Processions
- Regulation 14, Academic Dress
- Regulation 15, Congregations
- Regulation 18 - Postgraduate Certificates and Graduate Certificates
- Regulation 22, Inquorate Meetings
- Regulation 23 - Certificates for Degrees, Diplomas and Certificates
- Regulation 24, Common Seal of the University

- Regulation 30, Sports Union
- Regulation 31 - Authority of Heads of Schools and Examiners in Exceptional Circumstances
- Regulation 33, Centre for Combined Studies
- Regulation 34 - Edinburgh Business School Programmes Leading to Higher Degrees of Master
- Regulation 36, Student Academic Appeals
- Regulation 38 - Undergraduate Certificates and Diplomas
- Regulation 44 - Mixed Mode Study – Modular First Degrees
- Regulation 46 – Recognition of Prior Learning and Credit Transfer
- Regulation 48 - Higher Degrees of Master (Taught)
- Regulation 48A - Higher Degrees of Master (Taught – Heriot-Watt Online)
- Regulation 50 - Student Discipline
- Regulation 51 - Degree Entry Programme (Dubai)
- Regulation 52, Restructuring of the Academic Year (Transitional Arrangements)
- Regulation 53 - Foundation Programme (Malaysia)
- Regulation 55 - Compulsory Courses (Malaysia)

The Senate thanked the Chair of ORC for her work in preparing this new suite of Regulations, and noted its thanks to all those colleagues who had been involved in the consultation and drafting of the various documents.

**M21/37 SENATE COMMITTEE FOR INTERIM BUSINESS AND
EFFECTIVENESS: REPORT OF MEETING HELD ON 26 MAY 2021
[PAPER: SEN/21/24]**

**Received
Noted** The Senate received a report, as presented by the Principal, the Chair of the Committee. The Senate noted, in particular, some matters that SCIBE had conducted on its behalf or under delegated authority:

- the conferral of the title Professor Emeritus on two colleagues;
- the conferral of sixteen honorary titles;
- The approval of intermediate awards, awarded in March and April 2021; and
- By correspondence, the approval of a number of Professorial Appointment Committees.

**M21/38 ORDINANCES AND REGULATIONS COMMITTEE: REPORT OF
MEETINGS ON 31 MARCH 2021 AND 7 JUNE 2021 [PAPER:
SEN/21/25 AND SEN/21/25A]**

Noted The Senate received and noted the report of business conducted at the meetings held on 31 March 2021 and 7 June, as prepared by the Chair of ORC. The Senate noted that the Report of the Ordinances and Regulations Committee's (ORC) meeting of 7 June 2021 was not yet available. However, the Senate noted that the matters considered at that ORC meeting were being considered by Senate at this meeting, under agenda items 3.1 and 4.2 (minute references M21/36 and this minute reference M21/38).

Noted The Senate noted that a late paper had been circulated for its consideration, in relation to the endorsement of amendments to Ordinance F2, Appointment of Academic Staff and Professional Services Staff. The Senate noted that this Ordinance had been the subject of considerable scrutiny and revision, to seek to make it reflect the future requirements of the University in relation to the appointment of its academic and professional service staff. The Ordinances and Regulations Committee and the Governance and Nominations Committee of the Court had both made significant contributions to the development of the Ordinance.

Noted	The Senate noted that the proposed amendments included: • re-writing the Ordinance in a logical order, and to disaggregate the provision for Academic and Professional Service posts; • making clear the requirements for obtaining references, to reflect changed University practice in consequence of the QC Report submitted in 2020; • making clear reference to the University's commitments to inclusion and diversity, with a specific reference related to Athena Swan commitments for gender balance; • reflecting practical concerns, such as availability of the relevant colleagues to serve regularly on selection committees, including making clear the requirements regarding a selection committee member delegating membership or duties.		
Agreed	Following the opportunity for discussion, the Senate agreed to recommend, without amendment, the proposed amendments to Regulation F2, Appointment of Academic Staff and Professional Services Staff, to the Court, for approval. All other items in the report were presented for information.	FW/ Clerk	June 2021
M21/39	UNIVERSITY COMMITTEE FOR LEARNING AND TEACHING: MINUTES OF MEETINGS HELD 6 MAY 2021 [PAPER: SEN/21/26]		
Received Noted	The Senate received and noted the report of business conducted at the UCLT meeting of 6 May 2021, as prepared by the Chair of UCLT. All items in the report were presented for information. In addition to the report provided, the Senate also noted the Chair of UCLT's thanks to all of those colleagues who had been involved in preparing the University for the use of the new Virtual Learning Environment (VLE). The Senate noted that all courses for Semester 1 and 2 had now been transferred to new platform, with the quality assurance of this transfer to be carried out over the summer. The next stage was for staff and students to be trained to use the new VLE, with 430 staff having already attended the fundamentals training.		
Noted	The Senate also noted a concern raised by one of the University's Deans that the UCLT Senate members had not been appropriately involved in a decision to reverse a decision taken at the UCLT meeting of 6 May. The Committee also noted that the Chair of UCLT was of a different view, and that the Deans had been appropriately consulted on this matter. Senate noted that the matter would be further discussed outwith the meeting. The Committee noted that there was no desire to overturn the reversal of the initial decision.		
M21/40	UNIVERSITY COMMITTEE FOR RESEARCH AND INNOVATION: MINUTES OF MEETING HELD 8 APRIL 2021 [PAPER: SEN/21/27]		
Received Noted	The Senate received and noted the report of business conducted at the meeting held on 8 April 2021, as prepared by the Chair of UCRI. All items in the report were presented for information. The Chair of UCRI noted that the meeting of 8 April was a joint meeting of UCRI and the Research Degrees Committee, including the attendance of the University's Postgraduate Research Degree Candidate Representatives. Interested Senators were encouraged to read the minute, I they had not already done so, as the meeting had generated a number of good ideas which, it was intended, would be taken forward over the summer.		

M21/42

DATES OF FUTURE MEETINGS

Noted

The Senate noted the dates of its future meetings:

- Wednesday 15 September 2021
- Wednesday 24 November 2021
- Thursday 27 January 2022
- Wednesday 27 April 2022
- Thursday 16 June 2022
- Wednesday 21 September 2022

Signed by the Chair Date