MIN REF
M17/061  WELCOME AND ANNOUNCEMENTS

The Chair welcomed all participants to the first meeting of the new Session, noting that this was the first meeting of the Senate with the normal morning timing. The Chair indicated that he would welcome comments from members after the meeting regarding the layout and other arrangements for the meeting.
The Chair extended a particular welcome to all those who were attending their first meeting of the Senate. This included Professor Al-Atabi, who was attending his first meeting since being appointed Vice-Principal and Provost of Heriot-Watt University Malaysia, and the Student representative Mr Clifford (Vice-President Communities), who joined Mr Cowan (who had been re-elected for a second term as SU President). The Chair welcomed the new Senators elected from the academic Staff, and who had taken up office on 1 August 2017: Dr Ward, the first elected Senator based in Malaysia; Dr Berg; Dr Boulton; Dr Sherif; Dr Muldoon; Dr Netto; Dr Jenkins; Dr Cameron and Dr Nazarinia. Two Senators had also been elected for a second term: Professor Corbett; and Dr Richards. All were wished well for their terms of office. A further welcome was extended to Ms McCabe, who had recently joined the University as Director of Information Services, and to Ms Hardy, Registry Services, who was attending as an observer. The eight Senators joining from Dubai were also warmly welcomed.

The Chair reported to the Senate:

1. that subsequent to the previous meeting, Dr Alan Harper had left the University, and thus the Senate. The Senate expressed gratitude for Dr Harper's contributions to the Senate and the University as a whole. It was noted that the vacancy would be filled as appropriate at the next round of elections (as per Ordinance C1);

2. that Dr Peter Kew had tendered his resignation as Dean (Science and Engineering), with effect from 31 December 2017. A call for nominations would therefore be made shortly so that an election can be held and a successor appointed before that date. The Senate expressed appreciation of Dr Kew's contribution to the office of Dean and to the University as a whole.

3. That in the recent round of Academic Promotions, two Senators had been appointed Professors: Professor Scott Arthur; and Professor Verena Rieser. Also two Senators had been promoted to Associate Professor/Senior Research Fellow: Dr David Jenkins; and Dr Danmei Sun.

   The Senate offered congratulations to all colleagues who recently had attained academic promotions.

M17/062 MINUTES OF THE PREVIOUS MEETING

Received

The minutes of the meeting held on 17 May 2017.

Approved

The Senate approved the minutes as a correct record.

M17/063 MATTERS ARISING

Noted

There were no matters arising from the minutes that were not already on the agenda for the meeting.

M17/064 REPORT FROM THE CHAIR OF THE SENATE [Paper: SEN/17/039]

Received

A report from the Chair of the Senate.

Noted

The Chair welcomed again the new members, and emphasised the role of Senators in questioning and contributing within Senate meetings, as well as communicating with colleagues outwith meetings. Such communication flows were important to further enhance the success of the University.

The Senate welcomed the report that the distinctiveness of the University had been recognised through the granting of the Times/Sunday Times 'International University of the Year 2018' title. Congratulations were offered to all who had contributed to making the University so distinctive and thus gaining the deserved recognition. It was noted that the University would be able to use the title in its branding for two years. The title would assist the University to further raise its profile internationally.
The Vice-Principal and Provost of Heriot-Watt University Malaysia reported that there would be events held on the Malaysia campus to celebrate the award. The Ministry of Higher Education had indicated a desire to mark the award, and had commended the diversity of students on the Malaysia campus. It was suggested that the title would enhance the global nature of the University. The Vice-Principal and Provost took the opportunity to thank Senate for now holding its meetings at a time more convenient to colleagues at the Malaysia campus.

The Vice-Principal and Provost (Dubai) also thanked Senate for the more convenient time of meetings, and reported that the recognition as International University of the Year had been received very well in Dubai. There was a sense of pride that all campuses had contributed. The Vice-Principal and Provost noted the intention in Dubai to capitalise on the award, and to continue to strive to raise the profile of the University in the region and globally.

The Chair drew attention to the University’s appearance, for the first time, in the Shanghai Jia Tong Academic Ranking of World Universities (ARWU), being listed in the top 500 for 2017. The Chair welcomed the results and thanked all colleagues whose work was reflected in the University’s performance. It was noted that the ARWU tables reflected research performance and Heriot-Watt’s inclusion provided encouraging confirmation of the University’s growing status as a research institution.

The Chair noted that several members of the Senate had been involved in the task of achieving the agreed cost savings. The Senate was reminded that the plan was to remove £14M from the expenditure that had been planned for 2018/19. To date, over £11M of savings had been identified, with the remainder to be identified in the next year. The Senate was informed that the process for this last stage would be affirmed before the end of 2017. The Chair reaffirmed the principles as to the retention of the current academic disciplines, the five locations, and continued investment in new facilities and the development of research. It was noted that a more definitive view of the next stage would be available later in the calendar year.

The Chair referred to the background information from Universities Scotland that had been circulated to keep Senators appraised of the broader context. The Chair suggested that Senators might also wish to use the information in conversations with colleagues inside and outside the University. The overall assessment was that the HE Sector as a whole would continue to face a tough funding environment, and that Heriot-Watt required to become more entrepreneurial in order to maintain its position and to grow.

The Chair informed the Senate that the ‘Robotarium’ research facility, which would build on the existing Edinburgh Centre for Robotics, as part of the City Deal announced in the summer, would provide opportunities for a number of different research groups across the University to contribute. It was anticipated that further details of the funding available for the Project would be known by early 2018.

The Chair alerted the Senate to a future discussion topic on Graduate Level Apprenticeships. The scheme offered a significant opportunity for the University, and the Senate usefully could become more familiar with the topic.

The Chair informed the Senate that at a recent strategy session of the Board of Edinburgh Business School, the Board, under the leadership of the new Chair, Lord Iain Vallance, had reaffirmed the aspiration to work collectively with, and to explore new ways of working with, the rest of the University.

**THEMED PRESENTATIONS AND DISCUSSIONS**

M17/065 NSS ACTION PLAN [Paper: SEN/17/040]

Considered The Senate received a presentation by the Deputy Principal (Learning and Teaching), with some analysis of the initial results of the National Student Survey (NSS), and an action plan for developing enhancements in the experiences of students that would positively affect the outcomes in future years.
It was noted that the NSS surveyed final-year students in the UK. The University had also conducted surveys in Malaysia and Dubai, the outcomes of which broadly reflected the findings in the UK exercise. It was noted that the University Committee for Learning and Teaching (UCLT) had responsibility for overseeing the actions arising from these surveys. Accordingly the Directors of Learning and Teaching in each School were seeking feedback from their Schools, which would be shared in UCLT, and which would inform the development of plans to enhance student satisfaction. The student voice was recognised as central to these discussions.

A key action had been identified to further build a sense of community among students, and to ensure that the academic community further fosters professional student/staff relationships. It was recognised that conducting such professional relationships was part of the role of scholars, and was emphasised in the staff induction process.

It was noted that there were action plans that focused on individual programmes, as well as ‘top-down’ initiatives, such as taking action to ensure that personal tutoring arrangements would be embedded across all campuses. It was noted that impact had been observed from changes made at a School level, and that a partnership approach, of sharing information (via UCLT) to inform University-wide policy would bring further benefits.

It was recognised that national-level issues, such as student finances, also impacted the student experience. The University's actions were therefore being conducted against that difficult backdrop.

The Senate thanked the Deputy Principal (Learning and Teaching) for the presentation, and looked forward to further considering the topic in due course.

### DEVELOPING OUR INTEGRATED UNIVERSITY

#### Considered

A presentation by the Principal and Vice-Chancellor towards delivering an effective, integrated global University through creation of simpler structures and a joined up approach to services.

#### Noted

It was noted that this theme had been recurring over the previous two years, and that the Senate (and other fora) would return again to the topic later in the year. It was emphasised that the University could work towards mission excellence through a joined up approach to academic strategy, academic delivery, enhancement of research, global marketing and clarification of accountability and structures.

It was recognise that Heriot-Watt was distinctive from other UK universities in the make-up of its student body, and its areas of operation. The overall structure of the University needed to reflect this. In particular there needed to be evolution from the current ‘hub and spoke’ arrangement in order to ensure consistent experience for students and staff wherever they are based. It was emphasised that the Schools drive the academic mission across the globe. Accordingly, the Heads of School and Deputy Principals had been tasked with identifying and assessing potential structures that would facilitate mission excellence. It was emphasised that all locations needed to be successful for the whole University to be successful. The Senate would have the opportunity to again discuss the topic at its next meeting.

The Principal and Vice-Chancellor reported that a further priority for this academic year was to deliver cost savings whilst enhancing effectiveness. The contribution of colleagues across the world was again recognised, and it was suggested that to deliver the next stage in the agreed cost savings, that further creative, entrepreneurial approaches would have to be embraced so as to grow excellence with less resource. It was noted that the external environment was likely to offer greater uncertainty. The importance of the Senate, and Senators, in supporting colleagues (and each other) through this process was underlined. It was again emphasised that the Senate would have the opportunity to talk through the component issues, and that clear communication with colleagues would continue to be very important.

It was restated that a further, related, priority was to generate new income in order to maintain and grow the University. Action was therefore underway to identify and agree signature projects for growth, as well as the resources needed as initial investment to ensure their success. It was noted that steps to enhance the retention of students would contribute towards this goal. The activities should touch all parts of the University, and should make best use of
existing assets, as well as investing in new. It was suggested that working with external partners would continue to be an important approach to enhance sustainability.

It was noted that the University Leadership Forum had considered a number of significant projects, and that the University Executive team would consider priorities. Senators were invited to also make specific suggestions for growth and income generation. In discussion it was noted that all disciplines of the University had a role to play in this process, and that this included any areas where it might be more difficult to gain ‘unrestricted’ income, but which were held in high regard.

The Principal concluded the discussions by emphasising that the on-going consideration of the foregoing topics would be conducted in the Heriot-Watt spirit of openness, honesty and inclusiveness.

**BICENTENNIAL RESEARCH LEADERS SCHEME**

A presentation from the Deputy Principal (Research and Innovation) on the re-launched scheme to recruit further Research Leaders to the University.

That the refreshed branding of this scheme would take advantage of the 200th anniversary in 2021 of the founding of the institution. The aim would be to augment the talent already active within the University and to make targeted investment in order to help meet the ambitious goals set by the Research Strategy.

That each appointment under this scheme would be subject to a sophisticated business plan, and that search committees would established as appropriate.

That Senators would be invited to make suggestions of suitable subject areas that could benefit from this process, and also to suggest possible sources of sponsorship.

That Senators, and all academic colleagues, would be encouraged to attend workshops to explore the detail of the Research Leaders scheme. It would be hoped that colleagues would use this information to inform conversations with contacts outwith the University.

That the University was recognised as a strong community of scholars, and that colleagues recruited under the previous ‘Global Platform’ scheme had contributed to the successful outcome of the REF 2014. The University also, for the first time, featured in global research league tables. It was recognised, however, that not all appointments made under the Global Platform scheme had delivered the expected outcomes. It was also suggested that in some respects, such as in contribution towards learning and teaching outcomes, it was difficult to measure the overall contributions of the appointees.

The Senate welcomed the launch of the Bicentennial Research Leaders scheme and anticipated receiving updates over time.

**TIMELINE FOR DEVELOPMENT OF THE 2018/2025 STRATEGIC UNIVERSITY PLAN**

A presentation by the Secretary of the University on a programme that would be undertaken to develop the Strategic University Plan to 2025.

That the programme as outlined in the paper was still subject to change, however there would be opportunity for the Senate, the Court, and colleagues across all campuses of the University to contribute towards the development of the Strategy.

That horizon-scanning and input from external stakeholders would provide important contribution to the Strategic discussions. Senators were invited to put forward suggestions of suitable stakeholders from whom contributions could usefully be sought.

That workshops would be held on each major campus to facilitate structured discussions on the overall Strategy, and its sub-themes, and that the Deputy Principal (Learning and Teaching) had launched workshops with regard to developing the Learning and Teaching Strategy.
The Senate welcomed the programme to develop the Strategic University Plan 2018-2025 and looked forward to further discussions over the coming months.

Senators to contact the Secretary of the University, at their earliest opportunity, with suggestions for stakeholders from whom contributions could usefully be sought to inform the development of the Strategy.

M17/069 REMOVAL OF MEMBERS OF THE SENATE [Paper: SEN/17/042]

Considered A proposal that the modifications currently being prepared for the Charter and Statutes should include provision for members of the Senate to have a right of review of any decision to remove that member.

Noted That the Constitutional Review Group would welcome comments from the Senate on the review of the Charter and Statutes in this regard.

Agreed That the Secretary of the University should:

1. report to the Constitutional Review Group that the Senate wished provision to be made in the modified Charter and Statutes, with respect to the right of review against removal of a member of the Senate; and
2. present to the Senate in due course recommendations for the consideration of the Senate.


Considered The proposed attendance policy for members of the Senate and members of the Standing Committees of the Senate.

The further modifications to the proposed policy, which had been made subsequent to the previous discussions by the Senate.

Noted That the ability of the Senate to discharge the powers and functions delegated to it from the Court was dependent on the full participation of its members.

That the new Policy was intended to encourage and facilitate the participation of members and to enable attendance issues to be addressed in a supportive manner.

Approved The Policy for implementation with immediate effect with respect to the Senate and the Committees of the Senate.

MATTERS TO RECEIVE

M17/071 UNIVERSITY COMMITTEE FOR LEARNING AND TEACHING [Paper: SEN/17/044]

Received The minutes of the meeting held on 6 September 2017.

Noted The preparatory work underway for developing the Strategy for Learning and Teaching.

The proposal, put forward by the Committee, to modify its composition to include the Student Presidents from Dubai and Malaysia.

Agreed The Senate agreed that:

i. the composition of the UCLT be expanded with immediate effect to include the Student Presidents from Dubai and Malaysia;
ii. the Senate Committee for Interim Business and Effectiveness be invited to consider in due course whether the composition of the other Standing Committees of the Senate should similarly be expanded.
MIN REF
M17/072 SENATE COMMITTEE FOR INTERIM BUSINESS AND EFFECTIVENESS [Paper: SEN/17/045]

Received
The minutes of the meeting held on 19 September 2017, and the report of business conducted via correspondence.

Noted
The Senate noted that, among other business, the SCIBE had: received the resignation of Dr Kew as Dean (Science and Engineering); approved (on behalf of the Senate) the amended Standing Orders for the Committees of the Senate (which subsequently had been published on the Senate website); approved the appointment of members to various Committees of the Senate; approved the granting of various honorary titles, including an Emeritus Professorship; approved the appointment of Associate Deans.

M17/073 QUALITY AND STANDARDS COMMITTEE [Paper: SEN/17/046]

Received
The minutes of the meeting held on 27 June 2017.

Noted
The report of business conducted by the Committee, which included the 2016/17 Annual Report to the Scottish Funding Council on institution-Led Quality Review.

M17/074 UNDERGRADUATE STUDIES COMMITTEE [Paper: SEN/17/047]

Received
The minutes of the meetings held on 17 May 2017; 26 June 2017; and 23 August 2017.

Noted
The Chair’s Actions as reported in the minutes relating to: amendments to students’ registration; the appointment of examiners for specified undergraduate programmes; the appointment of approved supervisors for specified research students;

The Chair of USC reported that there had been difficulty in reaching a quorum over the Summer period and that decisions made by the Committee whilst inquorate had subsequently been ratified by correspondence. It was noted that this problem should be resolved following the appointment of Senate representatives to vacant positions as reported to the Senate in the Minutes of SCIBE (M17/072).

M17/075 POSTGRADUATE STUDIES COMMITTEE [Paper: SEN/17/048]

Received
The minutes of the meetings held on 23 May 2017, 8 August 2017 and 8 September 2017.

Noted
The Chair’s Actions as reported in the minutes relating to: the approval of thesis titles; the appointment of examiners for specified research students; amendments to students’ registration; the appointment of approved supervisors for specified research students;

M17/076 ACADEMIC COUNCIL (DUBAI) [Paper: SEN/17/049]

Received
The minutes of the meeting held on 15 February 2017.

Noted
The report of business conducted by the Academic Council.

M17/077 ORDINANCES AND REGULATIONS COMMITTEE [Paper: SEN/17/036]

Received
The minutes of the meeting held on 3 May 2017 (which had been deferred since the previous meeting of the Senate).

Noted
The report of business conducted by the Committee.
MIN REF

**M17/078**  RESEARCH AND KNOWLEDGE EXCHANGE BOARD  [Paper: SEN/17/050]

**Received**  The minutes of the meetings held on 9 May 2017, 7 June 2017, and 4 July 2017.

**Noted**  The report of business conducted by the Board. A typographical error was highlighted in one set of minutes.

**M17/079**  DATE OF NEXT MEETING

**Noted**  That the next ordinary meeting of the Senate would be held on 14 December 2017 (venue to be confirmed).

Signed by Chair .......................................................... Date ........................................