

Heriot-Watt University

**THE SENATE**

Minutes: 12 September 2018

In the Chair:	Professor Richard A Williams	
Present Also:	Professor Mushtak Al-Atabi * Professor Scott Arthur Dr Tessa Berg Dr Frédéric Bosché Dr Antonin Chapoy Professor Malcolm Chrisp Professor Patrick Corbett Mr Shai Davidov Professor Susan Dewar Dr Christopher Dodd Professor Dugald Duncan Dr Ahmed ElSheik Dr Shumei Gao Professor Ian Galbraith Dr Fadi Ghaith * Dr Alan Gow Dr Amos Haniff Professor Gillian Hogg Dr David Jenkins Professor Julian Jones Professor Ammar Kaka * Dr Sara Keith Dr Nasir Al Lagtah * Professor Angus Macdonald Professor Stuart Macgregor Professor Heather McGregor	Professor Robert MacIntosh Professor Steve McLaughlin Dr Fiona McNeill Dr Kevin Muldoon Professor Jemina Napier Dr Mehdi Nazarinia * Mrs Vanessa Northway * Dr Mutasim Nour * Mr Larry O'Brien * Mr Mark Parker Professor Beatrice Pelloni Dr Sandhya Patidar Professor Garry Pender Ms Jane Priest Mr Gerry Reilly Dr James Richards Mr Kieran Robson Renner Professor John Sawkins Dr Mohamed Sherif Mr Rahul Singh Ms Rachel Sutherland Professor Nick Taylor Dr Gillian Thomson Dr Kathryn Waite Professor Fiona Waldron Professor Robert Weston
In Attendance:	Ms Ann Marie Dalton-Pillay Ms Sue Collier Ms Lucy Graham Dr Maggie King Ms Kathy McCabe	Mr Richard McGookin Mr Paul Travill Ms Nicole Alexander (Invited attendee) Mr John McDermott (Clerk)

\* Indicates member participating remotely

Apologies:	Dr Lyonell Boulton Dr Jim Cameron Dr Catherine Donnelly Dr Alan Forster Dr Aude Le Guennec Dr Paul Hopkinson Dr Jingsheng Ma Mr Anthony Kingston D'Santos	Dr Gabriela Medero Dr Gillian Murray Dr Gina Netto Professor Vicki Stone Dr Sue Thomas Dr Marion Winters Dr Daniel Yurchenko Mr Mubin Mohd Hanafiah
------------	--	--

MIN REF

**M18/51****WELCOME AND ANNOUNCEMENTS**

The Chair welcomed all participants to the first meeting of the new academic Session, making special mention of those colleagues joining remotely from Dubai and Malaysia, and Ms Alexander, who had been invited to attend the Strategic Plan discussion.

The Chair also offered a special welcome to the recently elected Senators who were attending their first meeting, and reported that the Student Presidents in Malaysia and Dubai had been invited as observers (although neither had been able to attend). This was noted to be in

MIN REF

anticipation of the number of Student members of the Senate growing to eight once the new Charter and Statutes are approved.

The Secretary of the University gave a membership update, reporting the names of those Senators who had been elected and re-elected following the election process held in June 2018 {as reported on the [Senate webpages](#)}. It was noted that a well-received induction session had been held for new Senators, and that a further session was intended to be held later in the year.

The Secretary noted that there were still some vacancies among those elected from the School of Engineering and Physical Sciences. Nominations had been submitted in late June, and an election contest would be held in September 2018.

The Secretary reported that over the summer months two Senators, Dr Bill Wallace and Dr Tom Ward, had left the University, thus creating further vacancies on the Senate, which would be filled in the normal fashion.

At the invitation of the Principal, the Senate recorded its thanks to Dr Wallace and Dr Ward for their service to the University, in the Business School and EPS respectively.

The Secretary reminded all Senators of procedures for using microphones in Senate meetings, particularly to ensure that colleagues in Dubai and Malaysia could participate to the fullest extent. The Secretary also reported that the meeting was using the Vscene video conference tool, which is intended to provide greater resilience for the connection between Edinburgh, Dubai and Malaysia. It was noted that the Director of Information Services would give a brief update to the next Senate meeting on the steps being taken to enhance resilience and to help the University conduct its business across all its campuses.

The apologies for absence were recorded.

#### **M18/52 MINUTES OF THE PREVIOUS MEETING**

**Received** The minutes of the meeting held on 6 June 2018.

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

#### **M18/53 MATTERS ARISING**

##### **M18/53.1 University Committee for Learning and Teaching (Minute 18/43)**

**Received** The Dean (Science and Engineering) informed the Senate that although the Temporary Suspension of Studies Policy had not been approved at the previous Senate meeting, an online version had been published along with the suite of policies that had been approved by Senate.

**Noted** It was noted that the Policy would be taken down from the website, although a proposal would be considered later in the meeting which, if accepted by the Senate, would concur with the direction of travel described in the Policy for Temporary Suspension of Studies.

#### **M18/54 REPORT FROM THE PRINCIPAL AND VICE-CHANCELLOR [Paper: SEN/18/30]**

**Received** A report from the Principal and Vice-Chancellor, which gave the Senate a summary of key issues and news for the University and the wider HE sector.

**Noted** In relation to Brexit, the Principal and Vice-Chancellor informed the Senate that there had been more encouraging arrangements reached by the UK Government in relation to positioning of existing non-UK staff originally from EU countries, and in relation to prospects for research funding post-Brexit. It was noted that Universities UK (UUK) continued to work with the Government in planning different scenarios, including a 'no deal Brexit'. The Universities were also represented in the Scottish Government Brexit Forum, which would meet soon. On a related matter the [Migration Advisory Committee report](#) had been published, and this acknowledged the importance of international students to the UK, but without having recommendations of substance regarding changing the current visa scheme or the net migration cap. Lobbying would therefore continue in this respect.

The Senate noted that the [Scottish Government Programme for Government](#) had been published in the preceding week, and among the contents of significant interest to the

MIN REF

University had been the intention for further development of the South of Scotland Economic Partnership, in which much work had already been devoted. The Programme for Government had also indicated support for other aspects of the research and education mission of the University, and Senators were commended to become familiar with the contents.

The Principal and Vice-Chancellor reminded the Senate of the recent decision to not proceed with proposals for a four-college structure in order to focus on developing and progressing the Strategy to 2025 and its component activities. The academic structure would be returned to in future. In the meantime work would continue to ensure an integrated operation across the Heriot-Watt Group. There was also a need to make appointments to the three Head of School positions to which interim reappointments had been made earlier in the year.

The Secretary of the University outlined the protocol for the Head of School appointments, explaining that these would fulfil the requirements of Ordinance F8, including to seek views from Staff in each of the Schools in question to a designated Dean. These views would be held in confidence and would be facilitated by providing some headings informed by the key attributes and characteristics of a Head of School. The exercise would be conducted in line with the University's values. The Senate noted that the three posts would be advertised internally in the first instance, and then should any of the posts not be filled, an external exercise would be conducted to seek to fill any remaining vacancies. The rationale for the process was questioned, and some different approaches were suggested. It was agreed that these concerns and suggestions would be reflected upon, and that the Secretary would take stock at each stage of the process, should any modifications be apparent. It was agreed that the process of recruitment should commence at the earliest opportunity in order for the positions to be filled before 31 December 2018, when the interim appointments would end.

**Considered** The Senate discussed some of the factors that had contributed to the National Student Survey (NSS) outcome for 2018 that had been announced in late July. It was accepted that the outcome was not where the University wished to be, and that all Heads of School and Directors of Learning and Teaching were prioritising actions to seek to improve the situation. There had also been enhanced collaboration with Student officers, more details of which would be reported later in the meeting.

It was further noted that the University required to continue to grow its income. A number of initiatives were reported to be underway, with the expanded postgraduate online provision and the Graduate Apprentice programme showing particular promise. The Senate would receive fuller reports on these topics later in the Session.

The strong identity of the University as a pioneering international institution was emphasised as a significant source of confidence for addressing short-term setbacks and building long-term success through the Strategy to 2025.

The Senate noted the Report.

**M18/55 DEVELOPING THE STRATEGY TO 2025 [Presentation]**

**Received** The Principal and Vice-Chancellor introduced the discussion topic of the continuing work towards the creation of a modified Strategy to secure the future of Heriot-Watt as an effective global University. {NB the slides are logged on the [Senate SharePoint site](#)}

**Noted** It was noted that there was a significant history of success at Heriot-Watt, on which to build upon, and that the emerging Strategic themes sought to reflect the existing strengths as well as developing and expanding new areas of opportunity and growth. The Strategy would continue to ensure that the University reflected student, employer and societal needs, and would expand its strategic partnerships.

The Senate considered the questions to be considered in the Strategy Workshops, and expressed broad contentment. It was suggested that colleagues might be invited to consider what activities might stop being conducted, as well as what additional activities were required. Senators were encouraged to visit the Strategy Microsite: <https://strategy2025.hw.ac.uk/our-chosen-direction/> and to participate in the Strategy Workshops on their respective campuses.

MIN REF

**M18/56 TAUGHT STUDENT SURVEYS [Presentation]**

**Received** The Deputy Principal (Learning and Teaching) highlighted a summary of key themes from all Student Surveys that reported in 2018. The issues identified therein had informed the creation of key areas for action for the University Committee for Learning and Teaching (UCLT) in 2018/19. {NB the slides are logged on the [Senate SharePoint site](#)}

**Noted** The Senate noted that the UCLT would conduct its work, in partnership with others as appropriate, especially the Student officers, and colleagues in the Schools. Regular reports would be made to the Senate on progress against the key actions. The Senate referred to elements from the report of the most recent meeting of UCLT (paper SEN/18/37), which provided an overview of the identified issues and potential actions to address these. It was recognised that change was required.

**Considered** The Senate discussed some of the contributing factors towards lower than hoped for satisfaction levels among the students, and highlighted practical matters including: ensuring clear communications at programme level that matched the expectations of Students; making timetables easier to comprehend; being transparent over which enhancements were feasible and which were not; assessing the impact of Student:Staff Ratios on Student satisfaction.

The President of the Student Union (SU) informed the Senate of the steps underway to bring structure to collaboration between Student officers and officers of the University. Building on the "Learning and Teaching" Partnership model that had been used in 2016/17 and 2017/18 with each student organisation, a single, more comprehensive partnership was being developed with all three student organisations, featuring three strands: Academic; Community; Wellbeing. This was noted to be a step change in approach and would re-set the relationship the University had with the Student Union (Scotland), the Student Council (Dubai), and the Student Association (Malaysia). It was anticipated that the Partnership arrangement would ensure that the Student bodies and the University would in future respond better to each other. It was suggested to be important that Students and Staff saw this approach as the way forward, so that the inclusive approach would become widely embraced and embedded across the University.

The Senate thanked the President of the SU and the Deputy Principal (Learning and Teaching) for the informative presentation and comments, and looked forward to receiving the Partnership Agreement once it had been finalised.

**M18/57 THE DEVELOPMENT OF A UNITARY BUSINESS SCHOOL IN THE SCHOOL OF SOCIAL SCIENCES [Paper: SEN/18/32]**

**Received** The Head of School of Social Sciences (SoSS) and the Executive Dean of Edinburgh Business School (EBS) introduced the paper, which had been requested at the previous meeting.

**Noted** It was noted that this topic had been broached at previous meetings of the Senate, and there now had been a request from the Trustees (the Board of EBS and the Court of the University) to explore in greater detail the academic arguments for an arrangement that went beyond simply closer working arrangements. The Head of School and the Executive Dean had therefore formulated an academic case for creating a Unitary Business School as a component part of the School of Social Sciences. It was noted that the 'Trustee to Trustee' conversations were continuing, and that the final decision on any new arrangement would be made jointly by the EBS Board and the University Court. The view of the Senate on the academic aspects would be a key factor towards informing the decision.

The Head of School and the Executive Dean informed the Senate of the advantages of the proposed new arrangement to the SoSS, to the current EBS, and to the University as a whole. It was noted that although the EBS currently had a small number of academics, they were of high quality, and could bring significant synergy to the postgraduate provision of the SoSS, as well as contributing to the undergraduate provision. In addition, the research activity in EBS was not currently eligible to contribute towards the REF. That would change under the new arrangement. It was suggested that the EBS brand, reputation, access to industry and worldwide reach could help to augment the already strong SoSS provision.

MIN REF

The Senate explored the different elements of the proposal, and it was noted that a submission would be put to the Combined Joint Negotiating and Consultative Committee (CJNCC) as the matter progressed. It was suggested that the weaknesses and threats posed by the proposal (and of not proceeding) should more clearly be explained in the document in order that the Senate could be reassured that these were addressed. It was further suggested that the paper could more explicitly explain the enhancements to the Student experience that would accrue from the arrangement. It was recognised that some modification to the Regulations would be required to ensure consistency after the provision currently offered by EBS was under a 'mainstream' School. Other practical matters highlighted included: the physical location of Staff under the new arrangement; the drive for commonality in professional service support;

It was emphasised that the proposal was for a Business School within the umbrella of SoSS, and that the current 'non-business' components would remain as departments within SoSS. The reassurance was welcomed. It was noted that in Malaysia, SoSS and EBS already operated almost as a unitary body, and that in Dubai the benefits were evident, and so there was strong support for the proposal.

It was noted that the Senate would be kept informed of progress.

**Agreed** With the foregoing caveats, and recognising that there would be much detailed work to be undertaken, the Senate **agreed** to broadly endorse the direction of travel and the academic argument for a unitary business school within the School of Social Sciences.

**M18/58** **PROPOSED MODIFICATION TO ORDINANCE G2: APPOINTMENT, REMOVAL AND DUTIES OF A PRO-CHANCELLOR OF THE UNIVERSITY [Paper: SEN/18/33]**

**Received** A request from the Governance and Nominations Committee (GNC) of the Court, to modify the Ordinance relating to the appointment of a Pro-Chancellor.

**Noted** The Secretary of the University reported that it was hoped to appoint a Pro-Chancellor in each of Dubai and Malaysia to provide additional advocacy for the University in those territories. These appointments would be conducted in the same exercise as the appointment of the Chancellor.

It was noted that the GNC had suggested that the current requirement for the selection committee for a Pro-Chancellor to have four members of the Court and four members of the Senate was rather heavy, and that two members of the Court and two members of the Senate would be sufficient.

The requirement for the selection committee for the Chancellor to have four members of the Court and four members of the Senate would remain unchanged. It was noted that a call for expressions of interest in joining the selection committee for the Chancellor would be circulated to Senators by the clerk later in September 2018.

**Agreed** The Senate **agreed** to recommend to the Court the proposed modification to Ordinance G2.

**M18/59** **CHARTER AND STATUTES: PROPOSED MODIFICATION TO THE STATEMENT ON ACADEMIC FREEDOM [Paper: SEN/18/34]**

**Received** A request from the Scottish Government Legal Department (SGLD), relayed via the Constitutional Review Group, for a further change to the elements of the Charter and Statutes which deal with Academic Freedom.

**Noted** It was noted that the SGLD needed to ensure that all documentation was in a form that could go forward to the Privy Council, and that the suggested changes strengthened the definition of Academic Freedom. It was noted that the Chair of the Ordinances and Regulations Committee (ORC) had suggested a slight further modification to aid readability. The proposed text therefore read:

"... Staff ... and any other persons defined ... have freedom, subject to the applicable law, to hold and express opinions, to question and test established ideas or received wisdom, to develop and advance new ideas or innovative proposals, and to present controversial or unpopular points of view without being adversely affected by the exercise of academic freedom, or placing themselves in jeopardy of losing their

MIN REF

appointments or entitlements or any privileges which they may enjoy at the University or within the Heriot-Watt Group by virtue of such ideas or opinions".

It was further noted that the Chair of the ORC had raised a question over those in possession of Emeritus, Visiting and Honorary Titles, which would be able to be dealt with in the Ordinances.

**Agreed** The Senate **agreed** to recommend to the Court the adoption of the modified wording in both the Charter and the Statutes.

**M18/60 ANNUAL REPORT OF DISCIPLINE COMMITTEE (2016-17) SEN/18/35**

**Noted** The Senate noted that it had not proved possible for the Report to be ready for distribution to the Senate, and so would be taken at a future meeting (most likely February 2019, when the 2017/18 report was scheduled to be received).

**M18/61 SENATE COMMITTEE FOR INTERIM BUSINESS AND EFFECTIVENESS [Paper: SEN/18/36]**

**Received** The report of a meeting of the Committee held on 29 August 2018.

**Noted** The Senate was invited to approve some modifications to the Terms of Reference, including to specify that the SCIBE held responsibility for approving the conferral of the title 'Professor Emeritus'. It was noted that this was already specified in an Ordinance, but not in the Terms of Reference. It was noted that a review was underway of the criteria and procedures for the award of all Honorary Titles, and that any proposed changes to the Ordinances would be brought to the Senate accordingly.

The Senate noted that the SCIBE had approved on its behalf the Regulation 48A, Higher Degrees of Master (Taught – Heriot-Watt Online). In response to a query, reassurance was provided that the academic standards were applied equally for online provision as for classroom-based. It was noted that there were common examination boards, thus ensuring consistent outcomes. It was further noted that the University Committee for Quality and Standards (UCQS) had agreed to review the operation of this Regulation after one year, and that any anomalies would be identified and addressed.

It was noted that the Chair of UCQS would provide reassurance to a programme director in EGIS who had reported some concern with regard to Regulation 48A.

**Agreed** The Senate **approved** the modified Terms of Reference of the SCIBE.

**M18/62 UNIVERSITY COMMITTEE FOR LEARNING AND TEACHING [Papers: SEN/18/37 and SEN/18/40]**

**Received** The minutes of the meeting of the University Committee for Learning and Teaching (UCLT) that had been held on 12 June 2018 and 5 September 2018.

**Noted** The Chair of the Committee highlighted in particular the work of the Committee regarding the Learning and Teaching Strategy, which was directly feeding into the development of the overall University Strategy. Further significant topics for the attention of the Senate included: the next iteration of the Enhancement-Led Institutional Review (ELIR), which would be the topic for a major discussion at the June 2019 Senate meeting; the Institutional Report on Quality, which would be submitted to the Scottish Funding Council after approval by the Court at its forthcoming meeting. A final matter was the draft Widening Access Strategy, which had been provided for Senators to comment on before it is further considered by the UCLT. It was noted that this was intended to come back to the Senate meeting in December 2018. The Chair of UCLT would welcome any further comments on the draft in the interim period.

**M18/63 UNIVERSITY COMMITTEE FOR QUALITY AND STANDARDS [Paper: SEN/18/38]**

**Received** The minutes of the meeting of the University Committee for Quality and Standards (UCQS) held on 27 June 2018.

MIN REF

**Noted**

The Chair of the Committee introduced the Report, and highlighted the matters that were recommended for the Senate to approve:

1. an extension of membership of the Committee, for a further three-year term, of an external appointee, Dr D Willison (University of Strathclyde);
2. delegation of responsibility to the Schools for:
  - a. additional assessment opportunities for Students;
  - b. amendments to Students' registration;
  - c. compulsory withdrawal of Students.
3. Terms of Reference of the new Studies Committee (on the assumption of approval for 2. a, b, & c).

The Chair of the Committee welcomed the review of IT infrastructure recently instigated by the University Executive.

The Chair of the Committee reported that a 'borderline algorithm' would be subject of further discussion, and that the on-going review of Academic Regulations would seek to ensure the removal of anomalies, inconsistencies and confusion in relation to taught degree classifications.

**Considered**

The Senate discussed the proposals, and noted that the removal of a step in the three Student-related processes would be beneficial to the Student experience. It was noted that there were implications for some Regulations, which would need to be revised to accommodate this decision. It was further noted that consistency of application would be ensured through the oversight of the UCQS.

The Senate considered the Terms of Reference of the new Studies Committee, which would report to the UCQS, and noted that it previously had agreed that the Undergraduate and Postgraduate Studies Committees (USC and PSC) should continue to operate until such date as the Senate was content with the delegation of the duties intended for the Studies Committee. It was noted that once Senate was content, then USC and PSC could be disestablished.

**Agreed**

The Senate **approved**:

1. the extension of membership of the Committee, for a further three-year term, of Dr D Willison;
2. the delegation of responsibility to the Schools for:
  - a. additional assessment opportunities;
  - b. amendments to registration;
  - c. compulsory withdrawals.
3. the Terms of Reference of the new Studies Committee (which would come into effect from 1 January 2019, in order to permit time for the new Committee to be populated, and for a smooth transition with the Undergraduate and Postgraduate Studies Committees, which would be disestablished from 31 December 2018).

The Senate thanked the Chair of the University Committee for Quality and Standards for her patient and thorough work in the foregoing matters.

**M18/64****UNIVERSITY COMMITTEE FOR RESEARCH AND INNOVATION [Paper: SEN/18/39]****Received**

The minutes of the meeting held on 31 May 2018.

**Noted**

The report of business conducted by the Committee, which included a discussion on enhancing the Postgraduate Research Student experience. It was noted that a presentation by a postgraduate Student had been a useful exercise in gaining feedback, which would help inform work that was ongoing in the Research Degrees Committee (RDC) to identify and promulgate good practice. It was noted that the RDC was also considering the steps required to implement the Postgraduate Code of Practice.

The Senate noted the desire to ensure that all Research Students would receive a comparable experience to those in Centres for Doctoral Training, and some aspects of the steps to attain this were considered.

MIN REF

**M18/65 POSTGRADUATE STUDIES COMMITTEE [Paper: SEN/18/41]**

**Received** The minutes of the meeting held on 7 August 2018.

**Noted** The report of business conducted by the Committee, which included: new and modified programme proposals; and programme withdrawals.

The Chair's Actions taken between meetings as reported in the minutes related to: the approval of amendments to registration of Students.

The Committee looked forward to the implementation of the new Studies Committee as referred to earlier.

**M18/66 UNDERGRADUATE STUDIES COMMITTEE [Paper: SEN/18/42]**

**Received** The minutes of the meeting held on 20 August 2018.

**Noted** The report of business conducted by the Committee, which included consideration of: new programme proposals; and a request to compulsory withdraw two Students.

The Chair's Actions taken between meetings as reported in the minutes related to: the approval of amendments to registration of Students.

**M18/67 ORDINANCES AND REGULATIONS COMMITTEE [Paper: SEN/18/43]**

**Received** The minutes of the meeting held on 18 June 2018.

**Noted** The report of business conducted by the Committee, which included putting forward for Senate approval: modifications to Regulation 2 (Admission); and a new Regulation for Compulsory Courses in Malaysia.

It was noted that the Committee had further discussed the requirements for Ordinances to support the proposed Amendments to the Charter and Statutes, in particular to ensure the continued membership of Senate of Deputy Principals and Heads of Primary Academic Units.

**Agreed** The Senate **approved**, to take immediate effect, the modifications to Regulation 2 (Admission); and the new Regulation for Compulsory Courses in Malaysia.

The Senate anticipated receiving proposed modifications to the Ordinances at its next meeting.

**M18/68 CLOSING REMARKS**

**Noted** The Principal and Vice-Chancellor thanked all present for participating in the meeting, and reminded Senators to visit the Strategy Microsite: <https://strategy2025.hw.ac.uk/our-chosen-direction/> and to participate in the Strategy workshops on their respective campuses.

**M18/69 DATES OF FUTURE MEETINGS**

**Noted** The further meetings of the Senate in Session 2018/19 would be held on:

- Thursday 13 December 2018
- Wednesday 27 February 2019
- Thursday 11 April 2019
- Wednesday 12 June 2019

It was noted that the normal timing of meetings would be 9.30 am to 12.00 noon (UK time), and the Edinburgh location would normally be the South Pod, EBS (if available).

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

Heriot-Watt University

**THE SENATE**

Minutes: 13 December 2018

In the Chair:	Professor Richard A Williams	
Present Also:	Professor Mushtak Al-Atabi * Dr Lyonell Boulton Dr Jim Cameron Dr Antonin Chapoy Professor Patrick Corbett Mr Shai Davidov Professor Susan Dewar Dr Christopher Dodd Dr Catherine Donnelly Professor Dugald Duncan Dr Ahmed ElSheik Dr Alan Forster Professor Ian Galbraith Dr Fadi Ghaith Dr Alan Gow Dr Aude Le Guennec Dr Amos Haniff Professor Gillian Hogg Dr Paul Hopkinson* Dr David Jenkins Professor Julian Jones Professor Ammar Kaka * Dr Nasir Al Lagtah * Professor Angus Macdonald Professor Stuart Macgregor Professor Heather McGregor Professor Robert MacIntosh	Dr Fiona McNeill Dr Jingsheng Ma Dr Gillian Murray Professor Jemina Napier Dr Mehdi Nazarinia * Mrs Vanessa Northway * Dr Mutasim Nour * Mr Larry O'Brien * Mr Mark Parker Professor Beatrice Pelloni Dr Sandhya Patidar Professor Garry Pender Dr James Richards Mr Kieran Robson Renner Professor John Sawkins Dr Mohamed Sherif Mr Rahul Singh Professor Vicki Stone Ms Rachel Sutherland Professor Nick Taylor Dr Sue Thomas Dr Gillian Thomson Dr Kathryn Waite Professor Fiona Waldron Professor Robert Weston Dr Marion Winters Dr Daniil Yurchenko
In Attendance:	Ms Ann Marie Dalton-Pillay Ms Lucy Graham Dr Maggie King Ms Kathy McCabe	Mr Paul Travill Mr Richard McGookin Mr John McDermott (Clerk)
Observers:	Dame Frances Cairncross (Chair of Court)	Mr Anthony Kingston D'Santos (President, Student Council, Dubai) *

\* Indicates participated remotely

Apologies:	Professor Scott Arthur Dr Tessa Berg Dr Frédéric Bosché Professor Malcolm Chrisp Ms Sue Collier Dr Shumei Gao Mr Mubin Mohd Hanafiah	Dr Sara Keith Professor Steve McLaughlin Professor Gabriela Medero Dr Kevin Muldoon Dr Gina Netto Ms Jane Priest Mr Gerry Reilly
------------	--	--

MIN REF

**M18/70****WELCOME AND ANNOUNCEMENTS**

The Chair welcomed all participants to the meeting, making special mention of those colleagues joining remotely from Dubai and Malaysia.

The Chair also welcomed to the meeting the Chair of Court, Dame Frances Cairncross. Dame Frances had not been able to attend the recent joint meeting of the Court and Senate that had

considered elements of the emerging Strategy 2025, and therefore was particularly keen to hear at first hand the Senate Strategy discussion, which would form the major part of this meeting. The Strategy 2025 would be submitted for approval at the forthcoming Court meeting. The Chair further noted that Mr D'Santos (Student President, Dubai) was also observing, in advance of becoming a member of the Senate (along with some further Student members) subsequent to the anticipated approval and enactment of the revised Charter and Statutes. The apologies for absence were recorded.

**M18/71 MINUTES OF THE PREVIOUS MEETING**

**Received** The minutes of the meeting held on 12 September 2018.

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

**M18/72 MATTERS ARISING**

**M18/72.1 Information Services – resilience for conducting business across our campuses (Minute 18/51)**

**Received** The Director of Information Services (IS) gave the Senate a brief verbal update on the steps under way to ensure resilience for inter-campus communication in support of the academic experience.

**Noted** The Senate noted that proposals for investment were being progressed through the proper channels. The Senate noted that the Director of IS recently had given a detailed presentation on the topic to the University Committee for Quality and Standards (UCQS), and that this could be provided to Senators if desired.

The Senate thanked the Director of IS for the update.

**M18/73 REPORT FROM THE PRINCIPAL AND VICE-CHANCELLOR [Paper: SEN/18/44]**

**Received** A report from the Principal and Vice-Chancellor, which gave the Senate a summary of key issues and news for the University and the wider HE sector.

**Noted** The Principal thanked all colleagues who had supported the recent graduation ceremonies in Edinburgh, Dubai and Malaysia, and which had been highly successful.

The Principal thanked all colleagues who had contributed to the development of the Strategy 2025, which would be considered later in the meeting. The Principal emphasised the importance of developing well considered plans to support development, listening and dialogue with all our staff at all locations.

The Principal noted the success of the event to celebrate external engagement, held recently in the Oriam. The cases celebrated were emphasised as excellent examples of what can be achieved when colleagues work collectively together across academic disciplines and services. It was noted that a summary document on the impact of the *Year of the Sea* was available, and this showed that over 19,000 people connected to the University through various events under that initiative. Congratulations were offered to all who had worked so hard to make the *Year of the Sea* – and the other initiatives – such a success.

The Senate was informed that the theme for 2019 would be the *Year of Health*.

The Senate noted the Report.

**M18/74 STRATEGY 2025 [Paper: SEN/18/45] [Presentation]**

**Received** The Principal introduced the proposed Strategy 2025 and complemented the circulated document with a presentation. {NB the slides are logged on the [Senate SharePoint site](#)}

**Noted** The Principal reported that the proposed Strategy 2025 was the culmination of many months of listening and discussing, and that he was delighted to present the Strategy to the Senate. The Principal noted the context that the previous few years had been difficult for higher education as a whole, and difficult for Heriot-Watt in addressing cost savings and uncertainties. He emphasised however, that the process of developing the Strategy had clearly reaffirmed Heriot-Watt as a distinctive, pioneering, global University with a significant history of success, and many strengths, including specialist research, that the new Strategy sought to build upon. The

Strategy process had also highlighted that the University was a global community of Staff and Students and that there was a desire to be values-led, with values that are bold to suit the new Strategy, yet congruent with the values of the past, and which encouraged the engagement of internal and external communities.

The Principal reported that the timing on the Strategy was highly important as the University was having to operate in a challenging external environment across all campuses. The challenges included changing demographics, the prospect of changing funding regimes in the rest of the UK (RUK), the on-going uncertainties around Brexit, a possible economic downturn, rising operating costs, and most recently, the reported 1.8% real terms cut in HE funding from the Scottish Government. Notwithstanding these challenges, the Principal expressed confidence in the ability of the University to take the opportunities that lay ahead. He emphasised, however, that this would require great focus and commitment to collectively work to effect changes. The Principal asserted that the Strategy provided a framework on which could be built year-on-year operational plans. The Strategy explicitly built significantly on the strengths of the University and recent investment in digital Student facilities, the GRID, the Lyell Centre, the Robotarium, the proposed unified Business School, the new Learning and Teaching Academy, and further initiatives around online learning and access pathways.

The Principal thanked the Senate for its previous guidance in the excellent discussion with Court members in November 2018 around the Vision, Mission and Ethos statement. That discussion had helped to frame the aspiring vision 'to be world leading within all our areas of specialism', which underpinned the whole Strategy. The Mission 'to create and exchange knowledge that benefits society' honoured the pioneering Scottish roots of the University, and this informed the Ethos to 'put our community of students, staff and alumni at the heart of everything we do.' and 'Our distinctive strengths will continue to build a global University that pioneers innovation in education, research and enterprise.'

The Principal outlined the refreshed Values that underpinned the Vision and Mission, and which would shape the spirit in which colleagues would work to put the Strategy into effect. The Values: Inspire, Belong, Collaborate, Celebrate, were positive and ambitious, and were intended to provide a 'golden thread' to help bring together the community of Staff and Students, towards a common sense of purpose.

The Principal took the Senate through some example milestones for Year 1 of the Plan. He emphasised that the Strategic Plan was sufficiently robust to shift and bend in responses to changes in the HE sector and the external environment. The annual operational planning cycle would allocate resources and responsibilities to deliver against the targets. The example milestones showed some of the initiatives that were anticipated to be attained in 2019. It was noted that the examples given were not an exhaustive list.

The Principal emphasised that communication was key to the successful implementation of the Strategy. Through the online roll-out, all colleagues would be able to engage with the Strategy and to recognise and connect how their role fits with it. Building awareness and ownership would assist the Strategy to be 'living'.

The Senate noted that key targets of the Strategy were expressed in a set of performance indicators (SPIs) that sat across the four Strategic Themes. The SPIs would help measure and monitor the successful delivery of the Strategic Plan year-by-year. One area still under development was the measurement of how the University community was being values-led.

The Vice-Principal gave the Senate detailed explanation as to the creation of the SPIs, emphasising that the Strategy would drive the SPIs, and that benchmarking was important to determine the performance of the University in relation to other broadly comparable universities. It was noted that the target for Operating Surplus in 2024/25 should read 'between four and five percent' as opposed to the 'over five percent' stated in the paper.

**Considered**

The Senate discussed the proposed Strategy and supporting SPIs. The University's global nature highlighted, and it was noted that the Strategy reaffirmed the continuing development of operations at the Malaysia and Dubai campuses, as well as online provision. The initiatives to build capacity in learning and research in Malaysia were commented on, and it was suggested that activities at that campus could usefully inform practices and developments elsewhere. It was emphasised that sharing good practice across the campuses would continue to be a cornerstone of the University's ongoing development. It was suggested as crucial to ensure

that colleagues at the Dubai and Malaysia campuses were actively engaged in overall developments, and it was noted that the forthcoming launch of the Strategy would provide an excellent opportunity to underline this important aspect, as would the Strategy implementation. The Senate noted that the top-level SPIs each reflected one or more of the Strategy 2025 themes, and would be underpinned by interim measures that would illustrate the gradient of change. The SPIs had been drafted to be congruent with the heritage of the University, as well as with the revised Vision, Mission, Ethos and Values. They therefore reflected – as did the Strategy – the nature of the University. It was noted that the Court would receive regular reports on the SPIs, and that they would be published online as a transparent on-going measure of the University’s progress and success.

In discussion it was suggested that action towards gender equality should be kept high on the agenda, and that one or more suitable performance indicators should be introduced, one of which might usefully draw on the Scottish Funding Council Gender Action Plan.

The Student Union President commended the Strategy as reflecting the ambition of the Student body, and welcomed the consultation process that had engaged with Students and Student representatives in every campus. It was anticipated that the Student Partnership Agreement would ensure that consultation and engagement would continue positively to affect the implementation of the Strategy.

In discussion it was put forward that the Staff would deliver on the educational aspirations of the Strategy, and a suggestion was made that a useful way to transform learning and teaching could be to apply resources to develop teaching excellence in the same way that the Bicentennial Research Leaders scheme was intended to generate transformational change in the University’s research provision.

In considering individual SPIs it was queried whether the desired income growth and operating surplus would be attainable in an environment where many adverse forces were impacting the HE sector. It was noted that there were anticipated to be on-going challenges, not least demographic changes, Brexit and an on-going squeeze on government spending across the UK. It was emphasised however, that the University should be ambitious in its targets. As well as enhancing the University’s current activities, the Strategy provided for growing initiatives currently in development, such as online provision and Graduate Apprenticeships. In addition, there would be opportunities to grasp new initiatives, such as those offered by the Robotarium, and the new academic recruits through the Bicentennial Research Leaders scheme. Overall enhanced efficiency and doing some things differently would also contribute to the goals being met. It was emphasised that the Strategic themes were interconnected.

It was noted that income and expenditure had been modelled with different scenarios over the period to 2025 (including year-on-year salary increases), and that the annual Operational Plans would reflect changing factors. The annual planning process would therefore ensure that targets for Schools and Professional Service areas would be kept under review and adjusted as appropriate to meet the overall annual and Strategic targets. It was emphasised that the track record and resilience of the University gave confidence that the targets could be met.

The measurement of wider access at the Dubai and Malaysia campuses was considered. It was noted that the funding arrangements for Students at these campuses were different to those studying in Scotland, and that there was not, therefore, readily comparable data. It was suggested that one possible measurement might be the numbers of Students with scholarships, however it was recognised that further work was required to develop robust SPIs for this.

**Agreed**

The Senate **agreed** to endorse the Strategy 2025, and to recommend to the Court that it approves the Strategy at its meeting on 14 December 2018.

**M18/75**

**LEARNING AND TEACHING STRATEGY [Paper: SEN/18/46] [and Presentation]**

**Received**

The Deputy Principal (Learning and Teaching) and the Head of Academic Quality presented the proposed Learning and Teaching Strategy that had been developed under the auspices of the University Committee for Learning and Teaching (UCLT), and which was aligned with the Strategy 2025. {NB the slides are logged on the [Senate SharePoint site](#)}

**Noted**

It was emphasised that the Learning and Teaching Strategy is a core pillar of the overall Strategy, and that there had been extensive consultation (on each campus and online) to inform

its development. An operational plan underpinned the Learning and Teaching Strategy, and its implementation would be overseen by the UCLT.

The Senate noted the process by which the Strategy had been developed, and the overarching tenet that ensured Students were at the centre of the Strategy. It was noted that considerable focus would continue to be put on how Students learn, and that pedagogical research would help to inform future developments. The focus would be on inspiring learning.

**Considered** The Senate discussed the detail of the paper. It was suggested that the University's Learning and Teaching Academy (LTA) would assist the development of Staff across all Schools and all campus locations. It was identified as key to further embed the culture of enhancing learning. It was suggested that the terminology in the Strategy of 'Teaching' as a core priority alongside 'Curriculum' and 'Assessment' might have been better phrased. It was re-emphasised that the framework was designed to support enhancement of Learning and Teaching. A query was made with regard to how the LTA might relate to provision of the Higher Education Academy (HEA). It was suggested that Staff would continue to be encouraged to attain the measurable professional indicator that was provided by Fellowship and Senior Fellowship of the HEA, and that the internal work of the LTA would help with that process.

**Agreed** The Senate **approved** the Learning and Teaching Strategy.

**M18/76 STUDENT PARTNERSHIP AGREEMENT [Presentation]**

**Received** The Student Union President and the Deputy Principal (Learning and Teaching) presented and update on the Student Partnership Agreement. {NB the slides are logged on the [Senate SharePoint site](#)}

**Noted** The Senate noted that a key aspect of the Strategy is working in partnership, and the development of the Student Partnership Agreement (SPA) has been an important step forward in this regard. The SPA has also marked a step-change in the relationship between the University and the Student representative bodies.

The Senate noted that the key themes of the SPA were 'Academic', 'Community', and 'Wellbeing'. The Senate noted outline of activities and initiatives that had been underway, including a University Wellbeing Summit that had been held on the Edinburgh campus in December 2018, and which had involved representatives from a wide range of support services, the Student Union and Sports Union. Events on the other campuses were also noted. It was suggested that an underlying approach could be expressed as 'doing the basics well'.

The Senate thanked the President of the SU and the Deputy Principal (Learning and Teaching) for the update presentation.

**M18/77 RESEARCH AND ENTERPRISE STRATEGY [Presentation]**

**Received** The Deputy Principal (Research and Innovation) and Deputy Principal (Enterprise and Business) presented a Strategy Implementation Plan towards 'Excelling in Research and Enterprise'. {NB the slides are logged on the [Senate SharePoint site](#)}

**Noted** It was noted that the Research and Enterprise Strategy would be a core pillar of the overall Strategy, and that the University Committee for Research and Innovation (UCRI) was still in the process of developing a Strategy document for approval. There had been wide consultation to inform the creation of the Strategy, and it was intended to build upon the existing strengths as well as developing and expanding new areas of opportunity and growth. The Research and Enterprise Strategy would continue the interdisciplinary approach and close collaboration with industry and business, as well as the public and voluntary sectors, providing a seamless evolution from fundamental research to innovation and enterprise. The international and partnership approach was emphasised, as was the supportive culture and provision of state-of-the-art infrastructure and equipment.

It was anticipated that, over the period of the Strategy, a major expansion in capacity and reputation would be delivered by the creation of up to six research institutes that will become internationally leading, building on areas of existing excellence and providing seamless connections to business.

The Senate noted the intention to deliver the Strategy by providing support and an environment in which to develop and recruit world-class researchers.

In addition it was emphasised that enterprise would be developed through cultivating partnerships, utilising the creative spaces – such as those offered through the GRID – and developing a global enterprise and innovation programme to create a culture of institutional entrepreneurialism that maximises the economic benefit of our research.

It was noted that the UCRI would maintain an overview of the implementation of the Strategy, and as a Senate Committee, would ensure that regular reports on progress were provided to the Senate.

The Senate considered the information provided, and the themes were welcomed. A need to engage with the third sector was emphasised as a key element of research activity for large sections of the University.

Sufficient support for the recruitment and retention of Bicentennial Research Leaders was identified as key to ensuring this Strategy. It was suggested that sabbatical arrangements could usefully be used across the University to permit high performing researchers to further develop their work. It was suggested that not all Schools currently utilised sabbaticals.

The Senate thanked the Deputy Principals (R&I and E&B) for the update presentation and looked forward to receiving the proposed Research and Enterprise Strategy at a future meeting.

**M18/78                    ENHANCING STAFF SATISFACTION [Presentation]**

**Received**                The Deputy Principal (Engagement & Staff Development) presented the Senate with an overview and analysis of the key themes emerging from the recent Employee Survey, as well as some of the actions intended positively to address the findings. {NB the slides are logged on the [Senate SharePoint site](#)}

**Noted**                    The Senate noted that a key aspect of successfully implementing the Strategy was to seek to ensure a positive working environment. The findings of the Employee Survey suggest that there was much work to be done to help foster that. The presentation, and ensuing discussion, offered an opportunity to help to take matters forward.

The Deputy Principal (E&SD) provided the Senate with background to the Survey, noting that it was undertaken in conjunction with Athena SWAN 2018 survey questions, and that the timescales had been determined by Athena SWAN submission requirements. The engagement questions had drawn on work undertaken by the Institute for Employment Studies.

The presentation gave the Senate an overview of responses split at country-level, and between academic and professional service colleagues. It was noted that many colleagues had taken the opportunity to provide further feedback in the 'open comments' sections, and this feedback would help to inform future actions.

The intention was noted for follow-up work to seek to gain better understanding about why people feel the way they do, and to identify suitable actions at a University-wide level and at local level. Collaborative work to enhance staff satisfaction was intended to commence in the new year. The Athena Swan elements would be addressed separately. It was suggested that the exercise would be run on an annual basis, and that benchmarks would be sought to permit comparison with other universities.

The overarching themes for follow-up work were noted to include enhanced communication, and work towards a more balanced workload and improved workplace culture and people management. It was noted that specified senior colleagues had been tasked with leading strands of work on these themes, and that localised action would be led by the respective Heads of School and Directors of Service.

**Considered**            The Senate discussed the topic. It was suggested that there needed to be a link between consultation and decisions made. Although the thematic action groups were being led by executive members in order to ensure that actions would be effected, it was emphasised that the whole University had a stake in each of the overarching themes and that work would therefore be undertaken with the whole University community. It was suggested as important to gauge the aspirations of Staff and to take the opportunity to match these aspirations.

A number of Senators expressed a desire to be able to view and analyse greater detail of the outcomes of the Survey for academic Staff. It was noted that each of the Schools currently was

assessing the 'local' data, and that once there had been reasonable opportunity for School-level actions to be considered and agreed, the data could be pooled together and presented for the Senate to look at in the round. It was suggested that this would help to identify shared themes across the Schools. It was queried whether there were elements in the findings that might not fit into the themes, and if so, where these would be picked up.

Looking ahead, it was noted that the questions in the survey would have to remain consistent in order to permit year-on-year comparison and reporting of the relevant SPI.

The Principal thanked the Senate for the constructive discussion and emphasised that he, and the UE as a whole, was listening to the concerns of Staff.

**M18/79 THE CREATION OF A UNITARY BUSINESS SCHOOL IN THE SCHOOL OF SOCIAL SCIENCES [Paper: SEN/18/47]**

**Received** The Head of School of Social Sciences (SoSS) and the Executive Dean of Edinburgh Business School (EBS) introduced the paper, which followed on from the discussion at the previous meeting, where Senate had given broad endorsement to the academic case for the proposed creation of a Unitary Business School as a component part of the School of Social Sciences. The paper sought the confirmation of the Senate of its endorsement in order that a proposal could be put to the Court to seek approval for the creation of a Unitary Business School within the School of Social Sciences.

**Noted** The Secretary alerted Senate to an amendment to the paper so as to make clear that the Chair of the Advisory Board for the Unitary Business School would not normally be invited to attend meetings of the Court. The Senate noted this amendment.

The Senate noted that the Finance Committee of the Court had considered in the previous week the Business Case, and had agreed to recommend that the Court give approval.

The Senate noted that subsequent to its previous meeting, the topic had been subject of considerable further consultation, which had included discussions with the Trustee-to-Trustee Steering Group. The paper sought to address the concerns and comments that had been raised at the previous Senate meeting.

The Senate was reminded of the academic rationale for the proposal, which would permit the small number of high quality academic EBS Staff fully to contribute to the larger combined entity, and the high quality SoSS Staff also better being able to contribute to the current EBS provision, with benefits to both undergraduate and postgraduate programmes. Collaboration and synergy would generate further benefits over time. The scale of the unified Business School would also provide an attractive proposition to prospective Students, Staff and entrepreneurial partners. In addition, the benefits were recognised of being able to market all business programmes with the Business School brand. Not least it was recognised that currently there was a potentially confusing image projected to prospective applicants to business programmes under SoSS. Further benefits related to the research activity in EBS becoming eligible to contribute towards the REF, and the combined Business School being able to build upon the existing reputation, access to industry and worldwide reach.

The Head of School and the Executive Dean informed the Senate that should the Court give approval to the proposal to create the Unitary Business School, then a transparent process of consultation would commence with the Staff and Students of the existing component parts to work through how the Unitary Business School would be created, and how it would operate.

**Considered** A number of Senators contributed to discussion. The President of the Student Union reported that initially there had been scepticism among Students towards the proposal. However, following discussions with the Executive Dean, the benefits had been recognised, and Students were content to support the proposal. The President of the Student Council in Dubai added that the Students of SoSS and EBS in Dubai were enthusiastic at the prospect of the Unitary Business School. Senators based in Dubai and Malaysia cited the existing collaboration on those campuses between SoSS and EBS colleagues as demonstrating the synergy and other benefits that could accrue from creating the Unitary Business School.

In discussion it was noted that there would continue to be a large suite of face-to-face taught postgraduate programmes and that there was opportunity for greater innovation in the learner experience, including greater use of digital elements to augment programmes. It was further

noted that the online delivery platform currently supporting the distance learning operations of EBS would be retained in a separate charity in order to provide continued support for the Unitary Business School. The governance details were a matter for the Court rather than the Senate, however, the Senate would be kept informed as this arrangement developed.

Senators offered support for the proposal, with some queries raised as to the consultation with Staff over the creation of the Unitary Business School. It was again noted that the Combined Joint Negotiating and Consultative Committee (CJNCC) would play its proper role as the matter progressed. It was further noted that the Head of School and the Executive Dean would prepare a suitable paper for circulation to Staff in the respective Schools to provide suitable commentary and explanation of the arrangement and how it would work (should Court give approval).

It was noted that the Senate would be kept informed of progress.

**Agreed** The Senate **agreed** to endorse the creation of a Unitary Business School within the School of Social Sciences, and to recommend to the Court that it approves the proposal at its meeting on 14 December 2018.

**M18/80** **REPORT FROM ORDINANCES AND REGULATIONS COMMITTEE [Paper: SEN/18/48]**

**Received** The minutes of the meeting held on 10 October 2018, and draft Ordinances, and modified Terms of Reference for which agreement was sought to submit to the Court for approval.

**Noted** The Senate was reminded of the process that was underway with regard to gaining approval for the revised Charter and Statutes, and noted that discussions continued with the Scottish Government Legal Department (SGLD) to ensure that all documentation was in order prior to submission to the Privy Council. As previously noted, the SGLD was advising on wording for the intended supporting Ordinances as well as the proposed revised text of the Charter and Statutes. The Senate noted that although the process was now behind the initial timescale, it was anticipated that Privy Council approval would be received for the revised Charter and Statutes in the early months of 2019.

The Chair of the Ordinances and Regulations Committee reported that unfortunately the circulated paper had omitted some proposed revisions to Ordinances (C2, C4, M1, and P8) which were tabled at the meeting and posted on SharePoint for Senators to view.

The Senate noted that the main driver for revising the Charter and Statutes had been to embed the requirements of the Higher Education Governance (Scotland) Act 2016 (“the 2016 Act”). The opportunity had also been taken to make other provisions, including to future-proof certain terminology. A revision had been made to permit the Committees of Senate to sub-delegate powers delegated to them by the Senate. Accordingly, as the Senate had previously seen, some Ordinances had been revised, and some new Ordinances prepared in order to support implementation of these provisions. It was recognised that, even at this advanced stage, the SGLD or the Privy Council might request further amendments to the proposed Ordinances. If that were the case, the Senate and the Court would be updated accordingly.

The Senate noted that the revision to Ordinances included the following:

- i. in B9 to ensure accordance with the revised Statute 4;
- ii. in C2 to ensure the continued membership of the Senate of Deputy Principals and the Vice-Principal (Dubai) and the Vice-Principal (Malaysia);
- iii. in C4, to permit the sub-delegation of powers by Standing Committees of the Senate; regularise the use of Chair’s action; and to reinstate the rule whereby when a Committee of the Senate was deciding on a matter delegated by the Senate, then only those Committee members who were also members of the Senate would be entitled to vote;
- iv. in C6 to provide for the appointment of Student members to the Senate in line with the 2016 Act;
- v. in M1 to reflect the terms of the 2016 Act with regard to Academic Freedom;
- vi. in P8 to define the ‘Primary Academic Units’.

**Noted** The remainder of the business conducted by the Committee was noted.

**Agreed** Recognising that further amendments may be required by the SGLD or the Privy Council, the Senate **agreed** to recommend to the Court approval of: the proposed new Ordinance C6 (Appointment of Student Members of the Senate); and the proposed modifications to:

Ordinance B9 (Joint Committees of the Court and the Senate); Ordinance C2 (Appointment of holders of academic posts to the Senate as determined by the Court); Ordinance C4 (Standing Committees of the Senate); Ordinance M1 (Academic Freedom); and Ordinance P8 (Primary Academic Units and Academic Units).

**Agreed** The Senate **agreed** to recommend to the Court approval of the proposed revised Terms of Reference for the Ordinances and Regulations Committee.

**M18/81 REPORT FROM THE SENATE COMMITTEE FOR INTERIM BUSINESS AND EFFECTIVENESS (SCIBE) [Paper: SEN/18/36]**

**Received** The report of matters considered by the SCIBE by correspondence since the previous meeting of the Senate in September 2018.

**Noted** The Senate was invited to approve the appointment to membership of the SCIBE of Dr Nasir Al Lagtah for the period until 31 July 2021. Dr Al Lagtah would become the fourth elected member of the Senate to join the SCIBE, joining Professor Arthur; Dr Haniff; and Dr Ghaith.

The Senate noted that the SCIBE had agreed to recommend to the Court the re-appointment of two Heads of School for a further five years, and the re-appointment of one Head of School for a short period whilst an internal recruitment process was conducted. The Principal informed the Senate that the confidential feedback provided by the Deans resulting from the consultation exercises conducted by the Deans in each of the Schools in question, in accordance with Ordinance F8, had been very helpful in informing the recommendation. It was emphasised that the Deans had remained impartial in this process. It was further emphasised that the information provided in confidence to the Principal had been listened to, and would help to inform future developments in the respective Schools.

The remainder of the business conducted by the Committee was noted.

**Agreed** The Senate **approved** the appointment to membership of the SCIBE of Dr Nasir Al Lagtah for the period until 31 July 2021.

**M18/82 UNIVERSITY COMMITTEE FOR LEARNING AND TEACHING [Paper: SEN/18/50]**

**Received** The minutes of the meeting of the University Committee for Learning and Teaching (UCLT) held on 7 November 2018.

**Noted** The Chair of the Committee highlighted in particular the work of the Committee over the preceding eighteen months in developing and consulting upon two revised policies: Temporary Suspension of Studies; and Fair Access Admissions. It was noted that the terms of these revised policies were consistent with the Learning and Teaching Strategy.

The remainder of the business conducted by the Committee was noted.

**Considered** The Senate discussed elements of the proposed policy for Temporary Suspension of Studies (TSS), and welcomed the improved practice it would bring, especially in reducing the time required for processing TSS applications to within a time frame of ten days. It was noted, however, the revised policy did not provide for the relevant requirements relating to retrospective TSS applications. It was recognised to be important to provide Students with clear requirements if they wish to apply for retrospective suspension of studies, emphasising that this would normally be considered only in exceptional circumstances and would require additional supporting evidence and support from the Student's Programme Director, Supervisor, or personal tutor. Additionally, it was agreed that Students would need to provide clear reasons why they had been unable to apply for a temporary suspension of studies in advance of the matter arising. A further point was raised, and agreed, that the TSS policy should make clear that it properly provides for maternity leave.

**Agreed** The Senate **approved** the modified policies for: Temporary Suspension of Studies (with the above further modifications); and Fair Access Admissions.

**M18/83 UNIVERSITY COMMITTEE FOR QUALITY AND STANDARDS [Paper: SEN/18/51]**

**Received** The minutes of the meeting of the University Committee for Quality and Standards (UCQS) held on 26 September 2018.

**Noted** The report of business conducted by the Committee.

**M18/84 UNIVERSITY COMMITTEE FOR RESEARCH AND INNOVATION [Paper: SEN/18/52]**

**Received** The minutes of the meetings held on 23 August 2018 and 21 November 2018.

**Noted** The report of business conducted by the Committee

**M18/85 UNDERGRADUATE STUDIES COMMITTEE [Paper: SEN/18/53]**

**Received** The minutes of the meeting held on 19 September 2018.

**Noted** The report of business conducted by the Committee, which included consideration of: modified programme proposals.

The Chair's Actions taken between meetings as reported in the minutes related to: the approval of amendments to registration of Students.

**M18/86 POSTGRADUATE STUDIES COMMITTEE [Paper: SEN/18/54]**

**Received** The minutes of the meeting held on 10 September 2018.

**Noted** The Senate received and noted the report of business conducted by the Committee, which included: new and modified programme proposals; and programme withdrawals.

The Chair's Actions taken between meetings as reported in the minutes related to: the approval of amendments to registration of Students.

**Agreed** The Senate thanked the respective Chairs, members and clerk of the Postgraduate and Undergraduate Studies Committees for their hard work and diligence in progressing the work of the Committees, which were shortly to be disestablished following the establishment of the new Studies Committee from 1 January 2019.

**M18/87 REPORT OF APPOINTMENTS OF ACADEMIC STAFF IN 2018 (SHAREPOINT ONLY)**

**Noted** The Senate received and noted the report without comment.

**M18/88 CLOSING REMARKS**

**Noted** The Principal and Vice-Chancellor thanked all present for participating in the meeting, and wished all a very enjoyable and restful break, and a Merry Christmas.

**M18/89 DATES OF FUTURE MEETINGS**

**Noted** The further meetings of the Senate in Session 2018/19 would be held on:

Wednesday 27 February 2019;	Thursday 11 April 2019;
Wednesday 12 June 2019;	Wednesday 11 September 2019;
Thursday 12 December 2019;	Wednesday 26 February 2020;
Thursday 23 April 2020;	Wednesday 17 June 2020.

It was noted that the normal timing of meetings was 9.30 am to 12.00 noon (UK time), and the Edinburgh location would normally be the South Pod, EBS (if available).

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

Heriot-Watt University

**THE SENATE**

Minutes: 27 February 2019

In the Chair:	Professor Richard A Williams	
Present Also:	Professor Mushtak Al-Atabi *	Professor Gabriela Medero
	Professor Scott Arthur	Dr Kevin Muldoon
	Dr Frédéric Bosché	Dr Gillian Murray
	Dr Jim Cameron	Professor Jemina Napier
	Dr Antonin Chapoy	Dr Mehdi Nazarinia *
	Professor Malcolm Chrisp	Dr Gina Netto
	Professor Patrick Corbett	Mrs Vanessa Northway *
	Professor Susan Dewar	Mr Larry O'Brien *
	Dr Catherine Donnelly	Mr Mark Parker
	Professor Dugald Duncan	Professor Beatrice Pelloni
	Dr Ahmed ElSheik	Dr Sandhya Patidar
	Dr Alan Forster	Professor Garry Pender
	Professor Ian Galbraith	Ms Jane Priest
	Dr Shumei Gao	Dr James Richards
	Dr Alan Gow	Mr Kieran Robson Renner
	Dr Aude Le Guennec	Professor John Sawkins *
	Professor Gillian Hogg	Mr Rahul Singh
	Professor Julian Jones	Professor Nick Taylor
	Professor Ammar Kaka *	Dr Sue Thomas
	Dr Sara Keith	Dr Gillian Thomson
	Professor Angus Macdonald	Dr Kathryn Waite
	Professor Robert MacIntosh	Professor Fiona Waldron *
	Dr Fiona McNeill	Professor Robert Weston
	Dr Jingsheng Ma	Dr Daniil Yurchenko
In Attendance:	Ms Ann Marie Dalton-Pillay	Mr Paul Travill
	Ms Lucy Graham	Mr Richard McGookin
	Dr Maggie King	Mr John McDermott (Clerk)
	Ms Kathy McCabe	Dr Tony Weir and Ms Carolyn Brock (Research Engagement) (to M19/04)
Observers:	Mr Mubin Mohd Hanafiah (President, Student Association, Malaysia) *	Mr Anthony Kingston D'Santos (President, Student Council, Dubai) *
	Mr Andrew Milligan (Member of Court)	
* Indicates participated remotely		
Apologies:	Dr Lyonell Boulton	Dr Nasir Al Lagtah
	Dr Tessa Berg	Professor Steve McLaughlin
	Ms Sue Collier	Professor Stuart Macgregor
	Mr Shai Davidov	Professor Heather McGregor
	Dr Christopher Dodd	Dr Mutasim Nour
	Dr Fadi Ghaith	Mr Gerry Reilly
	Dr Amos Haniff	Dr Mohamed Sherif
	Dr Paul Hopkinson	Professor Vicki Stone
	Dr David Jenkins	Ms Rachel Sutherland
		Dr Marion Winters

MIN REF

**M19/01****WELCOME AND ANNOUNCEMENTS**

The Chair welcomed all participants to the meeting, making special mention of those colleagues joining remotely from Dubai and Malaysia.

The Chair also welcomed Mr Milligan, a member of Court, who was observing the meeting.

The Chair further noted that the Student Presidents in Dubai and Malaysia, Mr D'Santos and Mr Hanafiah were also observing, in advance of becoming members of the Senate (along with some further Student members) subsequent to the anticipated approval and enactment of the revised Charter and Statutes.

The Chair reported that this was to be the last meeting of the Senate for Dr Bosché, who would be leaving the University on March 29th and would thus demit office as a Senator. The Senate joined the Chair in thanking Dr Bosché for his service to the Senate, and to the University, over several years and wished him well in his future career. It was noted that a successor would be sought in the elections to Senate in the Spring.

A further welcome was extended to colleagues from Research Engagement, Dr Weir (Head of Policy, Strategy and Impact) and Ms Brock (Impact Manager), who were attending to assist in particular with the REF Readiness presentation and discussion.

The apologies for absence were recorded.

**M19/02 MINUTES OF THE PREVIOUS MEETING**

**Received** The minutes of the meeting held on 13 December 2018.

**Approved** The Senate **approved** the minutes as a correct record, following the agreement of some amendments to section M18/80 and the correction of some typographical errors.

**M19/03 MATTERS ARISING**

**Noted** There were no matters arising from the minutes not flagged for consideration elsewhere on the agenda.

**M19/04 REPORT FROM THE PRINCIPAL AND VICE-CHANCELLOR [Paper: SEN/19/01]**

**Received** A report from the Principal and Vice-Chancellor, which gave the Senate a summary of key issues and news for the University and the wider HE sector.

**Noted** The Senate considered the themes contained in the report from the Principal and noted in particular the position regarding student recruitment for 2019/20. The application rates from the Rest of UK was giving concern, although many colleagues were working very hard to address the situation. It was noted that although applications were down, offer making was up (with no degradation of standards), and activities such as applicant visit days would help to convert applicants to entrants. The Senate noted that Postgraduate taught applications were up, and, again much work was underway to ensure that the enrolment figure in the autumn was positive.

The Senate noted that the Scottish Funding Council had announced an effective cut in resources for the coming year, which would require some work to make good the shortfall. It was noted that the growing success of Graduate Apprentice programmes was one element of the efforts to grow income and enhance connectivity with employers. It was further noted that a review of the University's portfolio of programmes would shortly be underway, and that the outcomes of this review would be brought to the Senate via its committees as appropriate.

The Senate noted that a close monitor was being kept on developments in relation to Brexit, where continued uncertainty made forward planning difficult. Further uncertainty surrounded the potential plans for a change of fee structure in England, via the Augur Review. It was noted that the anticipated outcomes of this Review could have opportunities for Scottish institutions, as well as potential difficulties. The UK government approach was therefore awaited with interest.

In relation to Staff engagement, the Senate noted that the groups set up under the four themes previously discussed at Senate were now meeting, and that the new Director of HR Development was now in post and would be informing future activities in this regard. In addition it was expected that engagement would play a part in the PDR process, and that initiatives such as the regular '[this week at UE](#)' videos would help to raise awareness among colleagues of some of the decision-making in the University. The commitment to make genuine progress on Staff engagement was reaffirmed.

The Senate noted the remainder of the Report.

- M19/05 EXCELLING IN RESEARCH AND ENTERPRISE IMPLEMENTATION PLAN [Presentation] (Paper SEN/19/02)**
- Received** The Deputy Principal (Research and Innovation) and Deputy Principal (Enterprise and Business) presented a Strategy Implementation Plan towards 'Excelling in Research and Enterprise'. {NB the slides are logged on the [Senate SharePoint site](#)}
- Noted** It was noted that the Research and Enterprise Strategy was a core pillar of the overall Strategy 2025, and that the University Committee for Research and Innovation (UCRI) was still in the process of developing a Strategy document for approval. The Strategy would drive forward the Research and Enterprise agenda, including through scaling up activities, enhancing connectivity between initiatives and cultivating partnerships.
- It was suggested that the imminent opening of the GRID, which would be a flagship facility for the whole University, would provide further opportunities to build upon existing strengths as well as developing and expanding new areas of opportunity and growth. It was reaffirmed that the Research and Enterprise Strategy would continue the interdisciplinary approach and close collaboration with industry and business, as well as the public and voluntary sectors, providing a seamless evolution from fundamental research to innovation and enterprise.
- It was anticipated that the National Robotarium would provide a template for joint collaborative working, including enhancing links with government and the third sector, and in developing methodology that shares best practice. It was further noted that work was underway to map the research and enterprise contacts so as to refine awareness of routes to influencers.
- The Senate thanked the Deputy Principals (R&I and E&B) for the update presentation and looked forward to receiving the proposed Research and Enterprise Strategy at a future meeting.
- M19/06 RESEARCH: REF READINESS REPORT [Presentation] (Paper SEN/19/03)**
- Received** The Deputy Principal (Research and Innovation), supported by the colleagues from Research Engagement, Dr Weir (Head of Policy, Strategy and Impact) and Ms Brock (Impact Manager), gave the Senate a detailed presentation of the preparations towards the Research Excellence Framework (REF) 2021. {NB the slides are logged on the [Senate SharePoint site](#)}
- Noted** The Senate noted the pertinent changes between REF 2021 and the previous iteration (REF 2014), and considered how these were impacting on the preparations. It was noted that the University expected to submit fewer outputs on this occasion, but that this would involve more colleagues. The Senate was presented with the detailed findings of a 2018 (internal) review to assess research activity and impact under the eleven units of assessment. It was noted that quality assessments were still in the development process and being evidenced and profiled. It was further noted that more case studies had been conducted than would be required. The next phase would be to provide systematic feedback, and that the case studies could be updated and refined before submission.
- The Senate thanked the colleagues from Research Engagement, and all others involved in the process, for the significant volume of work so far, and looked forward to receiving further updates in future.
- M19/07 STRATEGY 2025: LAUNCH AND IMPLEMENTATION [Presentation]**
- Received** The Senate received and considered a presentation from the Principal to mark the launch of the Strategy 2025 and the early stages of its implementation. {NB the slides are logged on the [Senate SharePoint site](#)}
- Noted** The Principal thanked Senators for their previous work to bring together the Strategy, and now for being strategy ambassadors as it got underway. The Senate noted that the launch events – which were taking place at every campus of the University – were opportunities to play out the values of the University and to celebrate our successes. The launch was also opportunity to engage in conversation as to how the University will achieve its strategic goals.
- It was suggested that the distinctiveness of the University, informed by the Strategy, would greatly assist it to meet the challenging environment of the coming years, not least the prospect of changing funding regimes in the rest of the UK (RUK) and the on-going uncertainties around Brexit, with possible economic downturn.

The Senate noted that the Values – Inspire, Belong, Collaborate, Celebrate – were positive and ambitious, and were intended to provide a ‘golden thread’ to help bring together our community of Staff and Students. Senators were reminded to keep engaging with the microsite, which would provide frequent updates on progress against milestones for Year 1 of the Plan.

The Senate noted that the annual stakeholder meeting, in September 2019, would provide the first opportunity for celebration of the Strategy with external partners and the community at large.

The Senate noted the launch of the Strategy 2025, and anticipated further discussion at future meetings of progress against milestones.

**M19/08 SENATE GOVERNANCE EFFECTIVENESS REVIEW [Paper: SEN/19/04]**

**Received** The Senate received and considered the Report on the outcomes of the externally conducted Governance Effectiveness Review, and in particular focused on the findings as they related to the Senate. The opportunity for the Senate to comment was noted to be the penultimate stage in forming the University’s response to the Report, which would be agreed by the Court at an upcoming meeting.

**Noted** The Secretary of the University informed the Senate of the background to the Review and Senate noted that a requirement of the Scottish Code of Good Higher Education Governance was for the Court and Senate of each HE institution to regularly review their effectiveness and to report publicly on the results these reviews and the associated actions. The input of the Senate was therefore integral to the overall response to the report.

The Senate noted that one action from the report would be the articulation of the role of Senator. Work had commenced on this, and there would be opportunity to consider a draft at the next meeting of Senate.

The Senate noted disappointment that the review report had not reflected the extent of the consultation and engagement that had been undertaken by the consultants. In particular there had been an expectation that the level of support that had been provided around the Standing Committees of Senate may have informed some analysis of the important work that these committees undertake on behalf of the Senate. It was suggested that in preparing for future exercises, the external reviewers would have this element underlined at an early stage.

**Considered** In considering the recommendations, the Senate concurred with the need for suitable time set aside at its meetings to consider and reach conclusion on important topics. It was recognised as important to try to keep ‘formulaic’ business to a minimum, and for Senators to engage in discussion of Strategic topics to a greater extent. It was emphasised that the Senate Committee for Interim Business and Effectiveness (SCIBE) had a key role in setting the forward agenda for meetings of the Senate, and that Senators could suggest to the SCIBE possible topics for inclusion on the Senate agenda.

The Senate considered its relationship with the Court, and welcomed the occasional attendance of Court members as observers at Senate meetings. The Senate also welcomed the suggestion of an annual joint meeting with the Court – as long as there would be suitable strategic content for joint consideration. It was agreed that the joint session in November 2018 to consider the values to inform Strategy 2025 had been successful.

**Agreed** The Senate **agreed** to endorse the response to the report, with the above comments factored in accordingly, and to commend it to the Court to submit.

The Senate noted that the response – once agreed by the Court – would be published along with the report of the review.

**M19/09 STUDENT DISCIPLINE COMMITTEE ANNUAL REPORTS 2016/17 AND 2017/18 [Paper: SEN/19/05]**

**Received** The Senate received and considered the report on Student Discipline, which was introduced by the Academic Registrar in the absence of the Chair of the Discipline Committee.

**Noted** The Senate noted that there had been considerable work behind the scenes by the Student Conduct Officer, in collaboration with the Chair and Deputy Chair of the Committee in preparing

the report, and interrogating the figures in order to gain an appreciation of what behaviours they were reflecting, and what actions or policies could be put in place to change those behaviours. The Senate noted that the Chair of the Discipline Committee would welcome any comments on the matter from Senators outwith the meeting. It was further noted that the cycle of reports would be back on track from February 2020.

**Considered** A number of Senators contributed to discussion. It was noted that although the greatest volume of cases related to plagiarism, this still amounted to less than 1% of the Student body. It was noted that future reports would be enhanced with greater detail and context where available. The President of the Student Union requested that future reports should record cases by campus in order that attention could be brought to bear if necessary. The Senate noted the report and thanked all those involved with its preparation.

**M19/10 REPORT FROM ORDINANCES AND REGULATIONS COMMITTEE [Paper: SEN/19/06]**

**Received** The report of matters considered by the Committee by correspondence in February 2019, which included proposed modifications to Regulations, for the approval of the Senate, and a draft Ordinance, for which agreement was sought to submit to the Court for approval.

**Considered** The Senate considered and was content with a series of proposed modifications to Regulations in order to put into effect a decision of the Research Degrees Committee, via the University Committee for Research and Innovation, to reduce from two to one the number of copies of theses that candidates for research degrees were required to submit.

The Senate further considered a proposed Ordinance to govern the use of the University Seal. It was noted that this matter properly should be governed within the Ordinances rather than the Regulations as at present, and that the proposed Ordinance replicated the wording of the current Regulation 24. It was noted that the current Regulation 24 would require to be rescinded if and when the Court approved the new Ordinance. At the request of the Secretary of the University, the Senate agreed modified wording so that the final sentence of paragraph 5 would read "No additional witnesses are required by the University."

**Agreed** The Senate **approved** to come into immediate effect the proposed modifications to Regulations: 6 (Degree of Doctor of Philosophy); 7 (Degree of Doctor of Science and Doctor of Engineering); 8 (Degree of Doctor of Letters); 37 (Degree of Doctor of Engineering); 41 (Degree of Doctor of Business Administration); 43 (Degree of Doctor of Philosophy by Published Research); and 49 (Higher Degrees of Master (Research)).

The Senate **agreed** to recommend to the Court approval of the proposed Ordinance A7 (Common Seal of the University), as amended above and to come into immediate effect; and further **agreed** to rescind Regulation 24 (Common Seal of the University) from the date that the Court approved Ordinance A7.

**M19/11 UNIVERSITY COMMITTEE FOR QUALITY AND STANDARDS [Paper: SEN/19/07]**

**Received** The minutes of the meetings of the University Committee for Quality and Standards (UCQS) held on 12 December 2018 and 30 January 2019.

**Considered** The Senate received and considered the report of business conducted by the Committee, which had included:

- a) proposed modification to the Terms of Reference for UCQS to incorporate an oversight role for Student-related matters that the Senate recently had agreed to delegate to Schools (it was noted that the SCIBE had been content to endorse the change);
- b) a proposal that all integrated Masters degrees across all Schools should be classified according to the established Honours degree classification system. Consequently, undergraduate Integrated Masters should no longer be classified in terms of Merit or Distinction (proposed to come into effect from 2019/20). It was noted that Regulation 3 would require to be modified accordingly;
- c) a proposal for classification of Taught Postgraduate Masters Degrees to introduce 'Merit' for Taught Postgraduate Masters degrees (to come into effect from 2019/20). It was noted that Regulation 48 would require to be modified accordingly;
- d) a proposal for a new University Policy for Undergraduate Degree-Classification Borderline Cases (implementation from 2018/19 – ie with immediate effect); and

- e) modifications to Regulation 33 (Combined Studies) to allow for any Primary Academic Unit now, or in the future, to be able to offer and co-ordinate the Combined Studies programme.

**Agreed**

The Senate **approved**:

- a) the modification to the Terms of Reference for UCQS as proposed;
- b) the proposal that Regulation 3 (Modular First Degrees) would be modified so that from 2019/20 all integrated Masters degrees across all Schools would be classified according to the established Honours degree classification system, and that undergraduate Integrated Masters would no longer be classified in terms of Merit or Distinction;
- c) the proposal that Regulation 48 (Higher Degrees of Master (Taught)) would be modified so that from 2019/20 classification of Taught Postgraduate Masters Degrees would include 'Merit';
- d) the University Policy for Undergraduate Degree-Classification Borderline Cases, to come into immediate effect; and
- e) the modifications to Regulation 33 (Combined Studies) as proposed, to come into immediate effect.

It was noted that the modified Regulations properly would be referred to the Ordinances and Regulations Committee to ensure that the respective wording would be consistent with Charter, Statutes, Ordinances and other Regulations.

**M19/12                    REPORT FROM THE SENATE COMMITTEE FOR INTERIM BUSINESS AND EFFECTIVENESS (SCIBE) [Paper: SEN/19/08]**

**Received**                The report of matters considered by the SCIBE at the meeting held on 20 February 2019, and by correspondence since the previous meeting of the Senate.

**Noted**                    The Senate received and noted the report of business conducted by the Committee, which had included: agreeing, in accordance with Ordinance F8, a recommendation to the Court for the appointment of the Head of School of EGIS for a five year period; consideration of the outcome of the Court and Senate Effectiveness Review (considered by Senate at this meeting); and the conferral, in accordance with Ordinances F4 and F6, of honorary titles, including that of Professor Emerita on Professor Perez, who had retired in 2018 after long and distinguished service to the University (including several years as a Senator).

The Senate noted that the SCIBE had been informed of some informal consultation being undertaken in Schools by the respective Directors of Learning and Teaching regarding the length of Academic Year. The Senate was given reassurance that this was an informal 'sounding out', and that no proposals had yet been formed. If and when any proposals did come forward they would be considered in the appropriate committees of Senate, prior to being brought to the Senate for consideration. It was emphasised that Senators would thus be fully involved if and when any decisions might be required on the topic.

**M19/13                    UNIVERSITY COMMITTEE FOR LEARNING AND TEACHING [Paper: SEN/19/09]**

**Received**                The minutes of the meeting of the University Committee for Learning and Teaching (UCLT) held on 23 January 2019.

**Noted**                    The Senate received and noted the report of business conducted by the Committee, which had included consideration of the implementation of the Learning and Teaching Strategy, including the key principles of the Student learning experience. The Chair of the Committee highlighted in particular a Year One Operational Plan for the Reshaping Learning Project, which was provided for the information of the Senate.

**M19/14                    UNIVERSITY COMMITTEE FOR RESEARCH AND INNOVATION [Paper: SEN/19/10]**

**Received**                The minutes of the meeting held on 7 February 2019.

**Noted**                    The Senate received and noted the report of business conducted by the Committee, which had included consideration of the Research and Enterprise Strategy Implementation and REF Readiness – as presented to the Senate at this meeting.

**M19/15 POSTGRADUATE STUDIES COMMITTEE [Paper: SEN/19/11]**

**Received** The minutes of the meeting held on 4 December 2018.

**Noted** The Senate received and noted the report of business conducted by the Committee at its final meeting prior to being disestablished, which included: new and modified programme proposals. The Senate noted that the Chair's Actions taken between meetings as reported in the minutes related to: the approval of amendments to registration of Students.

**M19/16 UNDERGRADUATE STUDIES COMMITTEE [Paper: SEN/19/12]**

**Received** The minutes of the meeting held on 11 December 2018.

**Noted** The Senate received and noted the report of business conducted by the Committee at its final meeting prior to being disestablished.

The Senate noted that the Chair's Actions taken between meetings as reported in the minutes related to: the approval of amendments to registration of Students.

The Senate again recorded its appreciation of the Chairs, members and clerks of the Studies Committees over the years in which they had conducted importance business on behalf of the Senate.

**M19/17 CLOSING REMARKS**

**Noted** The Principal and Vice-Chancellor thanked all present for participating in the meeting, and informed Senators of the intention for the next meeting to focus on Strategic discussions on the topics of: Mental Health / Wellbeing; and ELIR4 2020.

**M19/18 DATES OF FUTURE MEETINGS**

**Noted** The dates of further meetings of the Senate in Session 2018/19 were noted as:

Thursday 11 April 2019;	Wednesday 12 June 2019;
Wednesday 11 September 2019;	Thursday 12 December 2019;
Wednesday 26 February 2020;	Thursday 23 April 2020;
Wednesday 17 June 2020.	

It was noted that the normal timing of meetings was 9.30 am to 12.00 noon (UK time), and the Edinburgh location would normally be the South Pod, in the EBS building (if available).

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

Heriot-Watt University

**THE SENATE**

Minutes: 11 April 2019

In the Chair:	Professor Richard A Williams	
Present Also:	Professor Mushtak Al-Atabi Professor Scott Arthur Dr Lyonell Boulton Dr Antonin Chapoy Professor Patrick Corbett Professor Susan Dewar Professor Ian Galbraith Dr Fadi Ghaith Dr Amos Haniff Professor Gillian Hogg Dr Paul Hopkinson Professor Julian Jones Professor Ammar Kaka Dr Nasir Al Lagtah Professor Angus Macdonald Professor Stuart Macgregor Professor Robert MacIntosh	Dr Jingsheng Ma Dr Kevin Muldoon Dr Mehdi Nazarinia Dr Gina Netto Mrs Vanessa Northway Mr Larry O'Brien Professor Garry Pender Dr James Richards Dr Mohamed Sherif Ms Rachel Sutherland Professor Nick Taylor Dr Gillian Thomson Dr Kathryn Waite Professor Fiona Waldron Professor Robert Weston Dr Daniil Yurchenko
In Attendance:	Ms Ann Marie Dalton-Pillay Dr Maggie King Ms Kathy McCabe	Mr Richard McGookin Mr John McDermott (Clerk) Dr Victor De Lima and Ms Carol Murray (to M19/23)
Observers:	Mr Mubin Mohd Hanafiah (President, Student Association, Malaysia)	Mr David Meighan (Academic Registry)
Apologies:	Dr Tessa Berg Professor Malcolm Chrisp Ms Sue Collier Mr Shai Davidov Dr Christopher Dodd Dr Catherine Donnelly Professor Dugald Duncan Dr Ahmed ElSheik Dr Alan Forster Dr Shumei Gao Dr Alan Gow Dr Aude Le Guennec Ms Lucy Graham Dr Sara Keith Dr Dave Jenkins Professor Steve McLaughlin Professor Heather McGregor	Dr Fiona McNeill Professor Gabriela Medero Dr Gillian Murray Professor Jemina Napier Dr Mutasim Nour Mr Mark Parker Dr Sandhya Patidar Professor Beatrice Pelloni Ms Jane Priest Mr Gerry Reilly Mr Kieran Robson Renner Mr Antony Kingston D'Santos Professor John Sawkins Mr Rahul Singh Professor Vicki Stone Dr Sue Thomas Mr Paul Travill Dr Marion Winters

MIN REF

**M19/19****WELCOME AND ANNOUNCEMENTS**

The Chair welcomed all participants to the meeting, making special mention of those colleagues joining remotely from Dubai and Malaysia as well as two colleagues who were attending to contribute to the presentation on Wellbeing: Dr De Lima, the University Physician in Charge; and Ms Murray, the Head of Student Counselling and Support.

The Chair also welcomed as observers to the meeting Mr Hanafiah (President, Student Association, Malaysia) and Mr Meighan (who currently was clerk to three standing committees of the Senate: UCLT, UCQS and UCRI).

The apologies for absence were recorded. It was noted that the meeting was quorate.

**M19/20 MINUTES OF THE PREVIOUS MEETING**

**Received** The minutes of the meeting held on 27 February 2019.

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

**M19/21 MATTERS ARISING**

**M19/21.1 Update on Senate Governance Effectiveness Review (Minute 19/08)**

**Received** The Secretary of the University gave the Senate a brief verbal update on the Review of Governance Effectiveness, which the Senate had discussed at its previous meeting.

**Noted** The Senate noted that the Court recently had approved the response to the Review and this was now available to view, along with other important documents, on the [Senate website](#). The Senate noted that it would be invited to consider at its next meeting the discussion document on the role of the Senator. In addition, it was noted that the SCIBE (Senate Committee for Interim Business and Effectiveness) periodically considered other potential enhancements to the Senate's effectiveness and that Senators were welcome to contribute any suggestions to improve the working of the Senate via the Clerk, or via any member of the SCIBE.

**M19/21.2 Update on Approvals process for revised Charter and Statutes**

**Received** The Secretary of the University gave the Senate a brief verbal update on the progress of the proposed revisions to the Charter and Statutes.

**Noted** The Senate noted that the revised Charter and Statutes had completed the extensive scrutiny by the Scottish Government Legal Department and had been forwarded to the Privy Council Office. Notice was now awaited for the date on which they would be received by the Privy Council, where they would be approved in the presence of HM the Queen.

**M19/21.3 Staff Engagement**

**Received** The Chair reported that a Senator who could not be present at the meeting had sought an update on a matter from the meeting before last, whereby it had been noted that "each of the Schools currently was assessing the 'local' data {relating to Staff Engagement}, and that once there had been reasonable opportunity for School-level actions to be considered and agreed, the data could be pooled together and presented for the Senate to look at in the round."

**Noted** The Senate noted that all Schools had now had the intended meetings, with 'local' action plans agreed as appropriate; and that the aggregated information had been lodged on the Staff portal. It was noted that [focus groups](#) were being held in the coming weeks and Senators were encouraged to participate in these. It was further noted that Professor Arthur, Dean (Arts, Humanities and Social Sciences constituency) was leading a working group on academic workload and was keen to receive input from Senators to help inform this work.

It was suggested that a future Senate meeting might usefully consider the progress being made against the action plans, with a view to sharing good practice where appropriate.

**M19/22 REPORT FROM THE PRINCIPAL AND VICE-CHANCELLOR [Paper: SEN/19/13]**

**Received** A report from the Principal and Vice-Chancellor, which gave the Senate a summary of key issues and news for the University and the wider HE sector.

**Noted** The Principal congratulated all those who had contributed to the Dornoch Environmental Enhancement Project (DEEP), a [partnership with Glenmorangie](#) and the Marine Conservation Society that had won the Business Collaboration category at the prestigious [Guardian University Awards 2019](#). The University had also been runner-up in the [Research Impact category](#) for the [SCORRES project](#) that was changing lives in India and China. The Senate added its congratulations to all involved in these projects.

In the context of continuing Brexit uncertainty, the Principal emphasised the importance of the University's clear Strategy and sense of direction. The Principal thanked all colleagues who had supported the launch events for the Strategy 2025, which been held at every campus. The Principal expressed how impressed he had been with the enthusiasm of colleagues for the values-led approach and for the values themselves. The Year One special initiatives were highlighted on a slide {available on the [Senate SharePoint site](#)}, with progress to date summarised in the paper. It was noted that a microsite was being developed to display the impact of the Strategy.

The Principal gave an insight to the work going on at a UK-level to try to prepare for the different potential outcomes of the Brexit process. The Senate noted that despite the apparent political impasse, there was significant detailed work continuing behind the scenes to plan for either a 'hard' or 'soft' Brexit. One aspect was to seek to secure the continuing participation of UK-based researchers in the Horizon 2020 EU Research and Innovation programme, although it was noted that some mixed messages were being received in the academic community. There were still many areas of uncertainty, including aspects of Erasmus schemes. The Senate noted that the University would underwrite Erasmus Students for the coming entry where international experience is a compulsory element of the degree. The Principal emphasised the need to continue to maintain and build contacts with colleagues based in EU countries and urged Senators who work with colleagues in institutions in the EU to write to keep up those relationships. It was noted that the UK government had launched a national campaign to recruit international students and that Universities Scotland would similarly work to emphasise the welcome in Scotland for international students and staff.

The Principal referred to the Student recruitment position for 2019/20 and reported that colleagues centrally and in Schools continued to work hard to convert offers to acceptances. The forthcoming applicant visit days would be highly important to aid that process. The changing nature of student recruitment was noted, with potential applicants paying increasing attention to such factors as NSS scores. The importance of putting Students and Staff at the heart of the Strategy was underlined.

The Principal reported the ongoing efforts to integrate the Edinburgh Business School with the School of Social Sciences. It was noted that since the previous Senate meeting, the Court and the Board of EBS had agreed to bring forward the timescale for unifying the bodies. As previously discussed, this would result in a wholly integrated offer in the field of Business education and would enable the provision of online, 'traditional' and blended learning.

The Senate noted that the annual elections from Schools to the Senate would be held shortly, with the announcement to open nominations to be made later in the week.

The Senate noted the Report.

**M19/23                      MENTAL HEALTH / WELLBEING PRESENTATION                      [Presentation]**

**Received**                      The Secretary of the University led a presentation as part of the Strategic theme of Building Flourishing Communities and the University's *Year of Health*. The presentation was supported by the University Physician in Charge and the Head of Student Counselling and Support. {NB the slides are logged on the [Senate SharePoint site](#)}

**Noted**                              The Senate was reminded that the Year of Health provided opportunity to focus on the research activities under that theme and to celebrate with a series of themed events. Importantly the theme also underlined the hard work and expertise that was being devoted to enhancing the wellbeing of Students and Staff. It was noted that it was appropriate to have different approaches on different campuses to reflect the differing support needs of Students and Staff, however the definition of wellbeing remained the same for all locations.

It was noted that the University was enhancing its provision for support of Student mental health matters. As encouraged by the sector-wide [#stepchange initiative](#), mental health had been adopted as a strategic imperative. The University was contributing to the development of the '[Student Minds](#)' Charter and was strengthening its collaboration with the NHS, charities and local authorities. The University was able to draw on the resources made available by the Scottish Government for this purpose and in Dubai consultation was ongoing with a government Minister. It was noted, however, that the main support on the Dubai campus had to come from

the University. Resources for welfare and counselling were increasing accordingly. It was reported that on the Malaysia campus, as part of the PDR process, every member of Staff received basic training to identify Students experiencing mental health difficulties and to direct them to available support. This was assisted by the Malaysian Mental Health Agency. Other activities were also a regular feature of the campus community.

It was noted that the Student Counselling and Support team operated across all campuses and provided a first point of contact. Students were informed of the team before joining and were reminded throughout their time with the University. The Senate noted that the team provided a wide range of supporting activities, including the 'Stay on Course' initiative and other stress alleviation activities. Close relations were maintained with Schools, mainly through the Directors of Learning and Teaching and also with individual personal tutors. The team also provided 1:1 counselling for Students averaging around 110 appointments per week. Each case was assessed and an appropriate response agreed, which in some instances would be to refer the person onto the NHS. Confidentiality was maintained throughout. There also was the '[Big White Wall](#)', which provides 24-hour access to confidential support and advice. With regard to Staff provision, a wellbeing week highlighted the resources available, which included training and coaching in resilience and other means of support. The University Physician in Charge informed the Senate of the range of resources that was available on the Edinburgh Campus and the emphasis on working in partnership to enhance the mental health of Students and Staff.

A number of points were raised in discussion. It was noted that the Personal Tutor (PT) scheme was central to providing support to Students and it was suggested that training for PTs usefully should include early identification of Students experiencing mental health difficulties. A suggestion was made that such training for PTs should be mandatory and should include an annual refresh. It was suggested that the particular needs of postgraduate Students should be recognised, taking into account the relatively short period of postgraduate study and the different nature of the 'life experiences' that older Students may have as opposed to Students who may have come to the University straight from School. A further factor suggested for consideration was the cultural aspects of accessing assistance. It was also suggested there is benefit in translating material so that Students could access information in their own languages. It was recognised that the mental health of Staff also required greater focus and it was noted that training was becoming available for individuals and managers to increase awareness of mental health needs. It was noted that the suggestions made would inform future discussions on the development of support to Staff and Students.

The Senate thanked the Secretary of the University, the University Physician in Charge and the Head of Student Counselling and Support for the presentation and contribution to discussion.

**M19/24 ELIR4 2020 [Presentation] (Paper SEN/19/14)**

**Received** The Head of Academic Quality gave the Senate a detailed presentation of the preparations towards the University's fourth Enhancement-Led Institutional Review (ELIR4) to be undertaken in 2019/20. The presentation {lodged on the [Senate SharePoint site](#)} complemented the previously circulated paper.

**Noted** The Senate noted that the Review would focus on all of the University's credit-bearing provision across all modes and locations, and the learning experience of all Students, including Research Students. The Review would have an enhancement focus and would also scrutinise evidence of academic decision-making and evidence of impact. It was noted that the agreed 'contextualised themes' to be explored by the review team would relate to the global nature of the Heriot-Watt learning and teaching experience, Student Engagement and Retention.

The Senate noted the timetable for preparing for and receiving the review visit. The draft Reflective Analysis would be submitted in September 2019, with the agreed documentation to be submitted by mid-November 2019. There would be two stages to the review, with a 'Planning Visit' on 30 January 2020 and the main Review Visit in the week of 16 March 2020, probably for a period of five days. It was noted that the review team would meet with several Staff and Students and that there was therefore a likelihood that some Senators would be selected to meet with the review team. Suitable briefing and support would be provided to those from Schools meeting with the review team.

The Senate thanked the Head of Academic Quality, and all others involved in the preparations, for the significant volume of work so far, and looked forward to receiving further updates as the preparations progressed. It was suggested that this would provide an opportunity to celebrate the successes of the University in providing an excellent student experience in our complex learning environment.

**M19/25                    REPORT FROM THE SENATE COMMITTEE FOR INTERIM BUSINESS AND EFFECTIVENESS (SCIBE)**

**Received and noted**     A verbal report from the Principal that the sole matter considered by the SCIBE since the previous meeting had been to approve by correspondence a professorial appointment committee under the terms of Ordinance F2.

**M19/26                    UNIVERSITY COMMITTEE FOR QUALITY AND STANDARDS [Paper: SEN/19/15]**

**Received**                The minutes of the meeting of the University Committee for Quality and Standards (UCQS) held on 20 March 2019.

**Noted**                    The Senate received and noted the report of business conducted by the Committee, which had included requirements for ELIR Mapping to the QAA Quality Code and revisions to the Internal Audit Handbook.

**M19/27                    UNIVERSITY COMMITTEE FOR RESEARCH AND INNOVATION [Paper: SEN/19/16]**

**Received**                The minutes of the meeting held on 21 March 2019.

**Noted**                    The Senate received and noted the report of business conducted by the Committee, which had included consideration of developments on the Orkney Campus in the field of renewable energies. The Committee had also considered some definitions of Research and Enterprise among other matters.

**M19/28                    DATES OF FUTURE MEETINGS**

**Noted**                    The dates of further meetings of the Senate in Session 2018/19 were noted as:

- |                            |                              |
|----------------------------|------------------------------|
| Wednesday 12 June 2019;    | Wednesday 11 September 2019; |
| Thursday 12 December 2019; | Wednesday 26 February 2020;  |
| Thursday 23 April 2020;    | Wednesday 17 June 2020.      |

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

**THE SENATE**

Minutes: 12 June 2019

In the Chair:	Professor Richard A Williams	
Present Also:	Professor Mushtak Al-Atabi Dr Lyonell Boulton Dr Jim Cameron Dr Antonin Chapoy Professor Patrick Corbett Mr Shai Davidov Professor Susan Dewar Professor Dugald Duncan Dr Alan Forster Professor Ian Galbraith Dr Shumei Gao Dr Amos Haniff Dr Dave Jenkins Professor Julian Jones Professor Ammar Kaka Dr Sara Keith Dr Nasir Al Lagtah Professor Angus Macdonald	Professor Robert MacIntosh Dr Fiona McNeill Dr Jingsheng Ma Dr Gillian Murray Professor Jemina Napier Mr Larry O'Brien Dr Sandhya Patidar Professor Beatrice Pelloni Professor Garry Pender Ms Jane Priest Mr Kieran Robson Renner Dr James Richards Professor John Sawkins Dr Kathryn Waite Professor Fiona Waldron Professor Robert Weston Dr Daniil Yurchenko
In Attendance:	Ms Ann Marie Dalton-Pillay Dr Maggie King Ms Kathy McCabe	Mr Rafael Camacho Mr Paul Travill Mr John McDermott (Clerk)
Observer:	Mr Soehl Abraham (President, Student Council, Dubai)	
Apologies:	Professor Scott Arthur Ms Arissa Noordina Bahari Dr Tessa Berg Professor Malcolm Chrisp Ms Sue Collier Dr Christopher Dodd Dr Catherine Donnelly Dr Ahmed ElSheik Dr Fadi Ghaith Dr Alan Gow Dr Aude Le Guennec Professor Gillian Hogg Dr Paul Hopkinson Mr Richard McGookin Professor Stuart Macgregor Professor Heather McGregor Professor Steve McLaughlin	Professor Gabriela Medero Dr Kevin Muldoon Dr Mehdi Nazarinia Dr Gina Netto Mrs Vanessa Northway Dr Mutasim Nour Mr Mark Parker Mr Gerry Reilly Dr Mohamed Sherif Mr Rahul Singh Professor Vicki Stone Ms Rachel Sutherland Professor Nick Taylor Dr Sue Thomas Dr Gillian Thomson Dr Marion Winters

MIN REF

**M19/29****WELCOME AND ANNOUNCEMENTS**

The Chair welcomed all participants to the meeting and asked all present to stand for a few moments in remembrance of three Emeritus Professors who had died recently: Gavin Kennedy; John Small and Brian Gowenlock.

The Senate expressed condolences to the family and friends of the distinguished former colleagues, each of whom had made significant contributions to the development of the University.

The Senate noted that Student officers had taken office following the recent elections. Mr Singh and Mr Robson Renner had been re-elected respectively as SU President and Vice-President Community and Mr Camacho had been elected as Vice-President Scottish Borders Campus. Mr Abraham had been elected as Student President, Dubai and Ms Bahari had been elected Student President, Malaysia. The Senate noted that once the revised Charter and Statutes had been approved, the eight officers specified in the Ordinances would become members of the Senate. The Senate composition would then comply with the requirements of the 2016 Higher Education Governance (Scotland) Act. Mr Camacho and Mr Abraham were welcomed.

The Senate also noted the outcomes of the recent elections of Staff from Schools to the Senate. The election had taken into account the forthcoming merger of the Edinburgh Business School with the School of Social Sciences. The newly elected Senators will take office from 1 August 2019. Those Senators who were attending their final meeting were extended a special welcome.

The apologies for absence were recorded. It was noted that the meeting was quorate.

**M19/30 MINUTES OF THE PREVIOUS MEETING**

**Received** The minutes of the meeting held on 11 April 2019.

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

**M19/31 MATTERS ARISING**

**M19/31.1 Update on Approvals process for revised Charter and Statutes**

**Received** The Secretary of the University gave the Senate a brief verbal update on the progress of the proposed revisions to the Charter and Statutes.

**Noted** The Senate noted that there had been a very few, non-material, typographical changes made to the documents under the auspices of the Privy Council Office. It was anticipated that the Privy Council, in the presence of HM the Queen, would approve the revised Charter and Statutes very soon.

*Note: the Charter and Statutes were approved on 12 June 2019 and are available to view on the University website: <https://www.hw.ac.uk/about/profile/governance/charter-and-statutes.htm>*

**M19/32 REPORT FROM THE PRINCIPAL AND VICE-CHANCELLOR [Paper: SEN/19/17]**

**Received** A report from the Principal and Vice-Chancellor, which gave the Senate a summary of key issues and news for the University and the wider HE sector.

**Noted** The Principal highlighted progress being made in relation to the Strategy 2025 milestones for the calendar year 2019, with the creation of the Learning and Teaching Academy, the launch of the Research Futures Academy, preparations for ELIR being well underway and the 'Fit for Future' programme. The Senate noted that a more quantitative assessment of the first six months of the Strategy and the progress against the Strategic Performance Indicators would be provided for discussion in the autumn.

The Principal expressed his thanks at the successful week of celebrations in Edinburgh, which had been enjoyed by several hundred Staff, Students and guests. "Let's Talk" meetings had taken place on different campuses at which colleagues had raised a number of themes in discussion at these events, including: a desire to explore cross-School undergraduate programmes; seeking greater impetus towards addressing the environmental sustainability of the University; improving digital capabilities; enabling greater Staff mobility between campuses; greater harmonisation of processes (expanding on the work of Building our Commonality); further raising the profile and overall stronger marketing of the University; a strong welcome for the enhanced community engagement activities; and a strong welcome for the Values. The Principal encouraged any Senator who had not yet participated in a "Let's Talk" meeting to take

up the opportunity for this informal discussion. Senators were also asked to encourage other colleagues to participate in these sessions in order to contribute to the broader conversations.

The Principal reported that, after an affirmative interview, Professor Heather McGregor had been appointed as Executive Dean of the Edinburgh Business School for a five-year period.

The Principal referred to the recently published *Guardian* 'Universities League Table' and noted their increasing part in the decision-making process of potential applicants. The publication on 4<sup>th</sup> July of the National Student Survey (NSS) outcomes was an important assessment of perceived Student experience. Close analysis was being undertaken of the elements in and consequences of the various 'Tables'.

The Principal further informed the Senate that the Student recruitment position for 2019/20 remained mixed. Colleagues centrally and in Schools continued to make tremendous efforts to convert offers to acceptances; and more undergraduate offers had been made than at equivalent stages in previous years. However, it was clear that some areas would require to enter Clearing in order for the core enrolment targets to be met. The Senate noted that the University had increased its recruitment of Students from areas of multiple deprivation in Scotland, however the University had been set a 'stretch-target' and so there was more work to be done. The recent applicant visit days had been highly innovative and positive and it was hoped these events would have a positive impact. The Principal further reported that efforts continued to recruit to taught postgraduate programmes, with projections appearing positive, although the negative impact of Brexit was still being felt. It was noted that applications to programmes on the Dubai campus were positive and it was noted that the process was more advanced than in any previous year. The Principal reported that recruitment to programmes on the Malaysia campus were mixed. The Principal thanked all those who were engaged in the tremendous efforts on all campuses in admissions.

The Principal reminded the Senate that a core target of Strategy 2025 was to be pioneering a sector leading global approach towards environmental sustainability. This meant that in addition to ensuring delivery of any statutory environmental requirements across our campus locations, the University would develop: globally relevant targets for our emissions; our organisation practises and behaviours; and, importantly, to quantify the net societal and global impact of flagship ground breaking research projects and policies. Part of this would be to articulate what our Staff, our Students and our partners can do to bring real solutions to climate change. It was noted that the University already had strengths in a number of related disciplines and there was therefore opportunity for the University to demonstrate frontier leadership in this area. The University would consider how its research activities in areas such as aviation fuels, geenergy, logistics – and many others – could contribute. The Principal informed the Senate that a senior member of Staff would be appointed to lead on this important element of the Strategy. The appointee would work with groups across the University and ensure that all our campuses were involved. It was noted that the Watt Forum was one mechanism for taking this forward.

The Senate noted that as well as the ongoing uncertainties surrounding Brexit, the sector faced further uncertainty through the potential changes to the tuition fee structure and related matters in England. The report of the Review of Post-18 Education and Funding (the 'Augar Report') had received significant publicity, particularly for the proposed reduction in the tuition fee. The Principal noted, however, that the report contained many recommendations, several of which could be positive if implemented. It was noted that the official reaction of the UK Government was still awaited and that the Senate would have opportunity to discuss the implications once they became clearer.

The Senate noted the Report.

M19/33

**UPDATE ON KNOWLEDGE EXCHANGE FRAMEWORK (KEF) AND RECENT DEVELOPMENTS IN ENTERPRISE [Presentation]**

Received

The Deputy Principal (Enterprise and Business) gave the Senate a presentation of some matters related to the Knowledge Exchange Framework (KEF) and other developments within the University to expand and take advantage of its enterprising nature and collaborative ethos. The opportunities offered by the GRID were highlighted and it was emphasised that there were

complementary arrangements in Malaysia and Dubai. The presentation included a brief video statement from one of the industry partners of the University on the topic of knowledge exchange and strategic collaboration and what the University was doing to enhance this from an external perspective. {NB the presentation (without the embedded video) is logged on the [Senate SharePoint site](#)}

**Noted**

The Senate noted the elements of the KEF. The Concordat had eight sections that aimed to help universities and their staff and students to enhance clarity of mission and support their development. There was an emphasis on commercialisation of research in partnership with business and clear indicators to assist with developments and to assess improved performance. A consultation was currently underway, to which the University would respond in July 2019. Plans would then be further developed and these would be shared with the Senate. It was intended to sign up to the KEF Concordat in autumn 2019. The Senate noted that the Deputy Principal (Enterprise and Business) was a member of a number of KEF-related panels and ensured the University had a strong voice.

The Senate noted that the KEF Metrics had been led by Research England and would likely influence funding for institutions in that region. The Metrics were noted to cover seven areas that were separate to the Concordat, although there were some areas of cross-over.

The Senate noted that the GRID facility had been created, with an investment of around £19m, to help the University to build further on its strong background in developing and exchanging knowledge. The GRID themes accorded closely with those of the KEF and the facility afforded an excellent opportunity to embed this important activity throughout the University. It was noted that arrangements were being developed in Dubai and Malaysia to complement those in Scotland. The Deputy Principal (Enterprise and Business) urged Senators to, if possible, visit the GRID and learn more of its provisions and its plans.

A number of points were raised in discussion. The Senate noted that the Student Union also had a complementary strategy to encourage entrepreneurship among the Students at each of the five campuses. The Senate welcomed the energy that Students were putting into innovation and enterprise activities.

The Senate noted the debate on the definition of what were appropriate 'skills' for students and graduates. The need to create the correct narrative was noted to be important in order to try to ensure that employers used the same language.

The Senate thanked the Deputy Principal (Enterprise and Business) for the presentation and interesting follow-up discussion.

**M19/34****GOVERNANCE: ROLES AND RESPONSIBILITIES OF SENATORS (Paper SEN/19/18)****Received**

The Senate received and considered a discussion paper prepared by the Secretary of the University and a long-serving colleague, Professor Corbett, on the manner in which Senators could bring to bear the University Values whilst undertaking their core duties of overseeing the academic work and upholding the academic standards of the University.

**Noted**

The Senate noted that the paper incorporated some comments provided by the Senate Committee for Interim Business and Effectiveness, which had discussed the topic at its recent meeting. The intention was noted for the principles and behaviours outlined in the document to inform the recruitment and induction of Senators as well as to help existing Senators in their on-going work.

The Senate discussed the paper and noted that the comments made in discussion would inform a further revision of the contents of the discussion document over the coming weeks. The Senate would then consider these more 'polished' principles and behaviours at its next meeting, with the intention of agreeing them for adoption. The outcome would also be shared with the Court after the September Senate meeting.

The key points made in discussion were noted in three categories:

**Overall:** the Senate is responsible for academic quality; how can Senators ensure they play a full role in taking forward the University as a global institution and delivering on the Strategy, whilst ensuring that the balance is maintained between academic governance and institutional

management; the tone of discussion is important, with respectful engagement central to gaining successful outcomes; disagreement is an important and valid part of arriving at an outcome; the Senate can often influence important decisions of the University, however on some issues it seems that decisions and/or requests are not followed up; it is important that issues are dealt with at meetings and seen to be acted upon subsequently; the statement that Senators have an overall responsibility and not tied to any 'constituency' was welcomed; the role of the Standing Committees – especially the SCIBE – could be better understood; a 'Today at the Senate' video could be published after each meeting in similar vein to the 'Today at UE' videos.

**Agenda structure:** reserved matters should be used to as minimal extent as possible; means should be put in place to ensure adequate time for discussion; the balance could be better attuned between open discussion and 'set-piece' fulfilling of requirements (getting away from bureaucracy where possible); time should be devoted as a matter of course to receive follow-up reports on previously agreed actions; perhaps the regular reports to Senate from the Standing Committees could be given by a Senator who is a member of that Committee.

**Operational matters:** in order to facilitate maximum participation at meetings, methods should be considered to ensure the inclusion of colleagues joining remotely and the seating arrangement in Edinburgh should be assessed; to aid cohesion, Senators should state their name when making contributions to discussion; to underline that all Senators are equal, colleagues could address each other as 'Senator' rather than use academic titles in meetings.

A final point was emphasised that all participants in meetings of the Senate, regardless of the campus from which they joined meetings must use technology only to enable their participation in the meeting and not to do other tasks such as responding to emails. This was styled as being 'in the room' during meetings and was underlined as essential, both in order that all members would remain focused on the business at hand and also so that their behaviours would not distract others through their inappropriate use of devices.

The Senate thanked the Secretary, Professor Corbett and the others involved, for the work so far to develop the discussion paper. The Senate noted that the contents of the paper would be modified in the light of the foregoing discussion, with a firm proposal for principles and behaviours to be brought to the next meeting of the Senate.

**M19/35                      REPORT FROM THE ORDINANCES AND REGULATIONS COMMITTEE (ORC)  
[Paper: SEN/19/19]**

**Received**                      A report of the minutes of the meeting held on 29 April 2019 and some subsequent matters considered by correspondence as presented by the Chair of the Committee.

**Noted**                              The report, which had been tabled at the meeting, included a recommendation for Senate to approve changes to Regulation 33 (Combined Studies) so that any School/Primary Academic Unit could in future offer these programmes; and recommendations for Senate to endorse proposed revisions to Ordinances for the Court to approve.

The proposed revisions to Ordinances were noted as:

Ordinance A1 (Definitions and Interpretation) to ensure consistency with the revised Charter;

Ordinance P5 (Approved Service Units) to reflect the establishment of the Learning and Teaching Academy;

Ordinance P8 (Heads of PAU) to specify "The Heads of Primary Academic Units shall be ex-officio members of the Senate";

Ordinance G1 (Appointment and Duties of the Chancellor) to take account of the requirement for removal; and

Ordinance G2 (Appointment and Duties of a Pro-Chancellor of the University) again to take account of the requirement for removal.

The Senate was also asked to recommend Court approval of a new Ordinance G3 (Removal of the Chancellor or a Pro-Chancellor) to provide for removal.

The Senate was content for all of the proposed changes to go forward, with the further modification of Ordinance P5 to reflect the change of terminology in the Ordinances and Regulations from 'School' to 'Primary Academic Unit'.

The Senate noted that it had been intended for changes to further Regulations to be brought to this meeting, in particular to reflect previous decisions regarding the classification of Integrated Masters degrees and Taught Postgraduate Masters degrees. However these Regulations had required further attention from the ORC to ensure that the respective wording would be consistent with Charter, Statutes, Ordinances and other Regulations.

**Approved** The Senate **approved** the proposed modifications to Regulation 33 (Combined Studies) to allow for any Primary Academic Unit to be able to offer and co-ordinate the Combined Studies programme.

**Agreed** The Senate **agreed** to recommend that the Court gives approval to:

- i) revisions to **Ordinance A1** (Definitions and Interpretation);
- ii) revisions to **Ordinance P5** (Approved Service Units);
- iii) revisions to **Ordinance P8** (Heads of Primary Academic Units);
- iv) revisions to **Ordinance G1** (Appointment and Duties of the Chancellor);
- v) revisions to **Ordinance G2** (Appointment and Duties of a Pro-Chancellor of the University);
- vi) a new **Ordinance G3** (Removal of the Chancellor or a Pro-Chancellor).

**M19/36 REPORT FROM THE SENATE COMMITTEE FOR INTERIM BUSINESS AND EFFECTIVENESS (SCIBE) [Paper: SEN/19/20]**

**Received** The minutes of the meeting held on 29 May 2019 as presented by the Principal and Vice-Chancellor.

**Noted** The Senate received and noted the report of business conducted by the Committee, which had included: the Senate elections having successfully concluded, with the outcomes available on the [Senate website](#); notification that a call for nominations would shortly be issued for members of some of the Senate Standing Committees, with the recently elected Senators being eligible to come forward for membership. The Principal congratulated those Senators present who had successfully been re-elected in this round.

The Senate noted that the SCIBE had a role in informing the agenda for meetings of the Senate and that any Senator was welcome to contribute any suggestions of items for discussion at forthcoming meetings of the Senate via the Clerk, or via any member of the SCIBE.

The Senate noted an amendment to item M19/17 of the SCIBE minutes, to properly record that the Court had not yet been asked to approve a 'catch-all' sentence in the 'preamble' to the Ordinances so that all references to 'Schools' could be read as references to 'Primary Academic Units' after the revised Charter and Statutes were approved. Accordingly the Senate was asked to agree that the Court would be invited to approve such a sentence.

The Senate noted that the SCIBE had approved – under powers delegated by the Senate and in accordance with Ordinance F6 – the conferral of a large number of Honorary Titles. It was agreed that future reports would inform the Senate of the gender of the recipients of these titles.

The Senate received a request that in future the minutes of each Standing Committee of the Senate should record which of the persons present were also members of the Senate. This would permit the Senate to be assured that quoracy was maintained whilst the Committees were exercising powers delegated by the Senate.

The Senate noted that the Institute of Petroleum Engineering had changed its name to the Institute of Geoenergy Engineering.

**Approved** The Senate **agreed** to invite the Court to approve a 'catch-all' sentence in the 'preamble' to the Ordinances to the effect that (after the approval of the Charter and Statutes) all references in the Ordinances to 'Schools' should be read as references to 'Primary Academic Units'.

The Senate **agreed** that future reports of the conferral of Honorary Titles should contain a record of the gender of the recipients.

The Senate **agreed** that in future the minutes of each Standing Committee of the Senate should record which of the Standing Committee members were also members of the Senate.

- M19/37 UNIVERSITY COMMITTEE FOR LEARNING AND TEACHING [Paper: SEN/19/21]**  
**Received** The minutes of the meetings of the University Committee for Learning and Teaching (UCLT) held on 3 April and 8 May 2019 as presented by the Deputy Principal (Learning and Teaching).  
**Noted** The Senate received and noted the report of business conducted by the Committee, which had included a request for the Senate to approve a change to the composition of the Committee to include the Director of the Learning and Teaching Academy as an ex-officio member.  
 The report was noted to also include: the progress made towards the implementation of the University Retention Strategy Operational Plan; the consideration by the Committee of the target in the Scottish Government Gender Action Plan that by 2030 no subject area will comprise of 75% or more of one gender; the inaugural Learning and Teaching ‘Oscars’ in Malaysia; that the work to develop the 2019/20 Student Partnership Agreement was underway; and that work would continue over the summer months to review all the Student Survey Action Plans in order that a report would be considered at UCLT in the first instance in the autumn.  
**Approved** The Senate **approved** the addition of the Director of the Learning and Teaching Academy as an ex-officio member of UCLT.
- M19/38 UNIVERSITY COMMITTEE FOR RESEARCH AND INNOVATION [Paper: SEN/19/22]**  
**Received** The minutes of the meeting held on 23 May 2019 as presented by the Deputy Principal (Research and Innovation).  
**Noted** The Senate received and noted the report of business conducted by the Committee. This had included revisions to the Research Student Code of Conduct, the agreed version of which would be shared with the Senate once approved by the Committee.  
 The Committee had also considered procedures for investigating research misconduct and the Senate noted that the correct routes for investigating allegations of research misconduct by Staff and Students had been made clear.  
 The Senate further noted that the REF Policy had been agreed to support the University’s submission to REF2021. The Policy would be published to Staff and also provided to the Scottish Funding Council in due course.
- M19/39 APPOINTMENT OF ACADEMIC STAFF IN 2018 [Paper: SEN/19/23]**  
**Received and noted** The Senate received and noted the report of academic Staff appointments and departures as required by Ordinance F2. A query regarding some of the terminology used was clarified.
- M19/40 ANY OTHER BUSINESS**  
**Noted** The Principal closed the meeting by thanking all Senators and attendees for their participation over the course of the year, and extending special thanks and best wishes to those for whom this was their final meeting:  
 Professor Heather McGregor; Mr Shai Davidov Mr Gerry Reilly;  
 Professor Stuart Macgregor; Dr Jingsheng Ma; Dr Sara Keith;  
 Professor Gabi Medero; and Dr Christopher Dodd.  
 The Senate also extended its appreciation of and best wishes to the Student officers who recently had completed their terms in office:  
 Ms Lucy Graham; Mr Antony Kingston D’Santos; and Mr Mubin Hanafiah
- M19/41 DATES OF FUTURE MEETINGS**  
**Noted** The dates of meetings of the Senate in Session 2019/20 were noted as:  
 Wednesday 11 September 2019; Thursday 12 December 2019;  
 Wednesday 26 February 2020; Thursday 23 April 2020;  
 Wednesday 17 June 2020.

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