

PROFESSIONAL SERVICES LEADERSHIP BOARD (PSLB)

Minutes: 11 January 2017

In the Chair:	Ms Ann Marie Dalton-Pillay, Secretary of the University	
Present also:	Ms Candace Albornoz, Assistant to the Secretary	Ms Morag Heggie, Director of Administration (EBS)
	Mr Mark Adderley, Director of Human Resource Development	Mr Campbell Powrie, Director of Administration (SML) (until 11.30am)
	Mr Mike Bates, Director of Student Recruitment	Mr Mike Roch, Director of Information Services
	Ms Philippa Burrell, Director of Administration (EGIS)	Mr Martyn Spence, Director of Marketing and Communications
	Ms Sue Collier, Director of Governance and Legal Services	Mr Paul Travill, Academic Registrar
	Mr Darren Cunningham, Director of Administration (MACS)	Ms Sheelagh Wallace, Director of Administration and Registrar (Dubai)
Mr Malcolm Deans, Director of Campus Services	Ms Vivienne White, Director of Administration (TEX)	
	Dr Alicia Greated, Director of Research and Enterprise Services	
In Attendance:	Mr Gordon Duncan, Project Support Manager (M17/04)	Mr Steve Salvini, Project Support Manager (M17/04)
	Ms Lisa Herlihy, Clerk	
Apologies:	Mr Derek Penman, Director of Administration (EPS)	Ms Janice Yew, Chief Operating Officer (Malaysia)

The Chair welcomed Mr Gordon Duncan and Mr Steve Salvini to the meeting, to take part in the discussions around M17/04 *Transformational Initiatives*.

**MINUTE
REF**

M17/01 MINUTES OF THE MEETING OF 8 DECEMBER 2016

The Board received and approved the minutes of the meeting of 8 December 2016.

M17/02 MATTERS ARISING REPORT FOLLOWING THE MEETING OF 8 DECEMBER 2016

The Board noted the matters arising report following the meeting of 8 December 2016.

M17/03 BUSINESS REPORTED BY THE CHAIR

Global Recruitment and Marketing Workshop

The Chair highlighted that the Global Recruitment and Marketing Workshop would be taking place on 19 and 20 January 2017. The Board discussed the current situation with student applications, both across the sector and at Heriot-Watt, and suggested that a key topic of conversation

at the Workshop would be the reasons for the drop in applications for 2017/18.

University Leadership Forum

The Board also discussed the upcoming University Leadership Forum (ULF) and the draft agenda for the session. The Chair requested that the draft agenda be circulated to ULF members by HRD, to clarify the discussion topics. The Director of HRD confirmed that a member of his team would finalise the agenda with the Principal shortly and that this would then be circulated.

Legal Awareness Training

The Director of Governance and Legal Services highlighted that a Legal Awareness Training session would be held on 14 February 2017, from 12pm – 2pm, and would focus on University Powers. Members were asked to highlight this session to their teams.

Modern Slavery Act Statement

The Director of Governance and Legal Services reminded members that the Clerk had circulated a draft Modern Slavery Act Statement by email. Members were invited to recommend approval of the draft to the University Executive. The Statement had been revised following discussions at PSLB in November 2016. Members were asked to respond by email to the Clerk by 16 January 2017.

Management of Change Policy

The Chair highlighted that the Clerk was awaiting responses from the majority of members regarding the Management of Change Policy. This had been circulated by correspondence for approval in November 2016. Members were invited to confirm approval of the Policy via email.

West London College (WLC)

Reserved section (Ref: Sections 30, 33 FOI(S) A 2002)

M17/04 TRANSFORMATIONAL INITIATIVES (ORAL UPDATES)

The Board discussed an update on the Transformational Initiatives (TIs), presented by the Chair.

The Chair confirmed that the TIs would be discussed at the University Executive Strategy Day and the ULF on 17 and 18 January 2017, and attendees would be provided with a copy of the schedule developed by the Project Support Office. The Board agreed that it would be helpful for the TIs to be ranked on this schedule in order of priority.

The Academic Registrar highlighted that the Project Initiation Document for the Academic Framework TI was now being finalised by the Head of School (TEX). Once complete, this would be presented to the University Executive for approval.

The Chair highlighted that PSLB meetings would be focusing heavily on the Transformational Initiatives in the coming year, and that any obstacles which arose should be raised at PSLB meetings for discussion.

4.1

STUDENT ADMINISTRATION REVITALISATION PROJECT (SARP)

The Board discussed an update on the SARP, presented by the Academic Registrar.

Client Relationship Management (CRM) Recruit

The Board noted that the CRM Recruit system was on schedule and a demonstration would be provided to colleagues at the Global Recruitment and Marketing Workshop in January 2017. The system would go live in Malaysia on 6 February 2017, and in Edinburgh in April 2017. The start date for Dubai was currently being agreed and would be either March or April 2017. The previous CRM system would be closed by May 2017. An agent portal was being developed through the CRM system and would be linked to UCAS once completed.

Student Portal

The Academic Registrar confirmed that a tender for a Student Portal would be formally awarded on 13 January 2017. The Student Portal would be piloted with Postgraduate Research (PGR) students in March and April 2017. The Portal would be live for all students at all campuses in September 2017 and a phone app would be available to ensure mobile access. Students would be able to find and use all the relevant student systems by accessing the Portal. The Academic Registrar noted his thanks to Procurement team for their excellent work during the tender process.

The Chair highlighted the importance of timely communication with students regarding the upcoming developments. This would take place both via the Student Union and through University channels, to ensure that students were fully informed.

Student CRM

The Board noted that a contract to provide a Student CRM system had been awarded to Tribal. This system would allow students to make online appointments with their tutors, with tutors able to record tutee meeting attendance and create case notes.

Admissions Hub

The Academic Registrar highlighted an agreement had been reached with Schools regarding the creation of an Admissions Hub. The Hub would be located at Moyen House and the Admissions team would be joined by the Tier 4 Compliance Officer. Colleagues would be phased in School by School to limit disruption, and it was expected that the move would be complete by April 2017.

The Director of Administration (EGIS) highlighted that it was important to provide a clear and timely message to colleagues regarding this change. The Academic Registrar agreed to provide the Directors of Administration with a message which could be circulated in the week commencing 16 January 2017.

Further Discussion

The Board discussed the investment that would be required in coming years to ensure the completion of the SARP, along with necessary improvements to the Finance and iHR systems. The Board agreed that the Director of Information Services would work on a costing for joining up the information systems at all of the University's campuses.

4.2 RESEARCH SUPPORT AND INNOVATION AND RESEARCH FINANCES

The Board discussed an update on the Research Support and Innovation and Research Finances TI, presented by the Director of Research and Enterprise Services (RES).

The Director of RES highlighted that the government's Autumn Statement had announced a large injection of funding into Research and Development, aligned to its Industrial Strategy. A restructure of the major research funders was also taking place, and both of these developments would require Schools to join up on research further and would also require the University to be even better engaged with business.

The Board noted that the Deputy Principal (Research and Innovation) would be leading on this TI. A number of outcomes for the TI had recently been agreed and the Deputy Director of RES would be updating these ahead of the ULF on 18 January 2017. A key milestone in the TI was the transfer of a number of colleagues in Business Development into RES line management and this was currently underway.

The Chair highlighted that, alongside the Vice-Principal, she was reviewing the structure of the Finance Department. The Director of RES agreed to share a paper on Research Finance with the Chair for consideration. The Chair advised that the next phase of the TI would involve drafting a paper for the University Executive including key questions for discussion and for the University Executive to agree next steps.

The Board agreed that the Project Team would also communicate with academic colleagues to ensure that the work of the TI was based around the support that they needed.

4.3 MARKETING AND RECRUITMENT

The Board discussed an update on the Marketing and Recruitment TI, presented by the Director of Marketing and Communications and the Director of Student Recruitment.

Three TI involved three main workstreams:

1. Increase fee-paying student numbers for 2017-18 entry;
2. Improve performance in the recruitment of international students across the HW Group; and
3. Create a best-practice Marketing and Recruitment 'hub' model.

Initially the Project Team would focus on the first two workstreams. As part of the second workstream, the University Executive had approved changes to agency fees to make these more competitive. Student Recruitment would be identifying the twelve best-performing agents and would ensure that the Principal met with them to discuss their work.

The Director of Student Recruitment highlighted that the themes of the Global Recruitment and Marketing Workshop would be aligned to the TI workstreams. The Workshop would also discuss the recruitment challenges currently facing the University, which included engaging digitally with prospective students and creating a smoother prospect journey. The Board also discussed the importance of international

partnership working and taking a strategic approach to partnerships in key international markets.

Other items which were discussed included:

- the upcoming UCAS deadline and the need to focus on Applicant Visit Days to improve conversion;
- the use of unconditional offers, which had been approved by the University Executive and were now being implemented for 2017/18;
- an undergraduate phone campaign, with current students contacting prospective students to discuss their applications;
- the advertisement of the University's new approach to scholarships; and
- discussions between the Academic Registrar, the Director of Student Recruitment and the Director of Marketing and Communications about the best way of organising a Recruitment Hub.

Date of next meeting: Friday 10 February 2017