Heriot-Watt University

PROFESSIONAL SERVICES LEADERSHIP BOARD (PSLB)

Minutes: 9 March 2017

In the Chair:	Ms Ann Marie Dalton-Pillay, Secretary of the University		
Present also:	Ms Candace Albornoz, Assistant to the Secretary	Mr Derek Penman, Director of Administration (EPS)	
	Ms Philippa Burrell, Director of Administration (EGIS)	Mr Campbell Powrie, Director of Administration (SoSS)	
	Mr Mike Bates, Director of Student Recruitment	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 Janice Yew, Chief Operating Officer (Malaysia) (until 10.30am)	
In Attendance:	Mr Ed Bibby, HR Systems Manager (M17/26)	Ms Lisa Herlihy, Clerk	
	Mr Tim Burns, Tier 4 Compliance Officer (M17/27)	Mr Ian Glen, Business Analyst in SARP (M17/28)	
	Mr Gordon Duncan, Project Support Manager		
Apologies:	Mr Mark Adderley, Director of Human Resource Development	Mr Steve Salvini, Project Support Manager	
	Dr Alicia Greated, Director of Research and Enterprise Services	Ms Vivienne White, Director of Administration (TEX)	
	Mr Mike Roch, Director of Information Services		

The Chair welcomed the following to the meeting:

- Mr Ed Bibby, HR Systems Manager, to present item *M17/26 iHR / iRecruitment Systems Task List*;
- Mr Tim Burns, Tier 4 Compliance Officer, to present item *M17/27 Mock Audit of Tier 4 Compliance – November 2016;* and
- Mr Ian Glen, Quality Enhancement Officer, *M17/28 Student Portal Demonstration.*

MINUTE REF	
M17/19	**MINUTES OF THE MEETING OF 10 FEBRUARY 2017**

The Board received and approved the minutes of the meeting of 10 February 2017.

M17/20   MATTERS ARISING REPORT FOLLOWING THE MEETING OF 10 FEBRUARY 2017

M17/06 – The Board discussed the E-Payslip pilot taking place in MACS and TEX. The Director of Administration (MACS) confirmed that the pilot was running very well; current payslips were easily available, along with past payslips and P60s, and the system was user-friendly. The Chair highlighted that communications around the project needed to be strengthened prior to University-wide implementation in April 2017, and the Board agreed that the Chair would raise this issue with the Director of Finance.

M17/21   BUSINESS REPORTED BY THE CHAIR (ORAL)

Voluntary Redundancy Scheme
The Board discussed the impact of the Voluntary Redundancy Scheme upon colleagues' workloads, highlighting that ways of working and services offered would need to be adapted in light of staffing changes. The Academic Registrar highlighted that he would be holding meetings with Directors of Administration in the coming weeks to identify areas where changes in process, through the Student Administration Revitalisation Project (SARP), would reduce the burden upon colleagues. The timeline for these improvements would then be moved forward in the SARP roadmap.

Staff Elections to Court
The Chair highlighted that an election would be held in Spring 2017 to fill two staff member positions on the Court. These would become vacant on 1 August 2017. Members were asked to encourage colleagues in their Schools and Services to participate in the election process. At least one of the vacancies arising would need to be filled by a Professional Services colleague. A call for nominations would open on 3 April 2017 and would close on 21 April 2017.

Director of Administration (EBS)
The Board noted its sincere thanks to Ms Morag Heggie, Director of Administration (EBS), who had recently left the University. The Chair highlighted the valuable contribution Morag had made to the work of the Board, and it was agreed that the Clerk would pass on the Board's thanks at the earliest opportunity.

Clerk's Network
The Chair highlighted that the Clerk's Network was being re-established for those who clerked a range of University committees. The work would be led by the Secretariat, and would be supported by other colleagues, particularly those in Academic Registry. Members were asked to provide the Temporary Assistant to the Secretariat with details of colleagues in their teams who acted as clerks, if they had not already done so.

The Board discussed colleagues' participation in the Clerk's Network, including the potential impact on service if large numbers of colleagues attended events simultaneously. The Chair confirmed that consideration would be given to staggering events so that a negative impact was avoided.

M17/22   PSLB FORWARD AGENDA (PSLB/17/26)

The Board received and noted the PSLB Forward Agenda, presented by the Chair.

TRANSFORMATIONAL INITIATIVES (TIs)

M17/23   MARKETING AND RECRUITMENT (PSLB/17/27)

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

The Board noted that investment in digital marketing had been increased as part of the TI. Further involvement by University Alumni in student recruitment, and an increase in commission for recruitment agents, had also been implemented to improve recruitment numbers. The Director of Marketing and Communications highlighted that the Director of Administration (MACS) would now be representing the Schools on the TI management team.

Scholarships
The Director of Marketing and Communications highlighted that the work on scholarships for the Scottish campuses had now been completed. There had been some initial difficulties in creating a single offering which could be published and these had now been resolved. The range of scholarships available at the Scottish campuses was now being advertised. The Board discussed

the issues which had arisen and whether these were likely to recur in future. The Director of Student Recruitment confirmed that the issues had related to streamlining the varied scholarship provision which had previously existed and were unlikely to recur. The Board noted that the University's scholarship provision could be simplified further and that the Chair would discuss improvements for future years with the Director of Student Recruitment, the Director of Marketing and Communications and the Scholarship Manager, outwith the meeting. The Board highlighted that a single offering across all of the campuses was not expected, as this would be counterproductive. However, the possibility of having a small number of Global Scholarships was being investigated.

Student Recruitment in America
XXX Reserved section (Ref: Section 33 FOI(S) A 2002)

M17/24   SARP (PSLB/17/28)

The Board received and noted an update on the SARP, presented by the Academic Registrar.

The Academic Registrar highlighted that a new Student Services Client Relationship Management (CRM) system had been chosen and would be implemented in the 2017-18 academic year. The Admissions Recruitment and Marketing (ARM) team were continuing to develop the CRM Recruit system for its launch in Dubai and Edinburgh in April 2017.

The Board considered the top risks for the SARP, which included failure to match Information Services resource availability with SARP requirements. The Academic Registrar confirmed that the SARP team had increased the frequency of meetings with IS to manage this risk.

Programme Approval Management System (PAMS)
The Board discussed maintenance and support for PAMS, which continued to require attention to ensure it ran smoothly. The Academic Registrar confirmed that a new model for PAMS was now being sought. The Student Systems team were also in discussion with Ellucian (the provider) about implementing a simplified model of the current PAMS system which would reduce the burden of system maintenance. The Board agreed that the Chair and the Academic Registrar would discuss outwith the meeting how PAMS could be stabilised.

M17/25   RESEARCH SUPPORT AND INNOVATION AND RESEARCH FINANCES (ORAL)

The Board agreed that this item would be deferred to the April 2017 meeting, when the Director of Research and Enterprise Services would be available to present.

M17/26   iHR / iRECRUITMENT SYSTEMS TASK LIST (PSLB/17/30)

The Board received and noted the iHR / iRecruit Systems Task List, presented by the HR Systems Manager.

The Board noted that the report summarised the enhancements which were being requested for iHR and iRecruit, and the timescales for providing these enhancements. This did not include work to resolve errors in the system, as these were covered by the support contract.

iRecruit
The Board discussed iRecruit's automatic communications, which required improvements to address issues with the tone and content. These messages had not originally been customised and were based on the core functionality of the iRecruit system. Provisional costings for customising the communications had been received from the provider and the Chair advised that this work must be completed at the earliest opportunity to improve the candidate experience. The Board agreed that the HR Systems Manager would discuss the timeline for this improvement with the Chair. Discussions would also be held regarding the number of Hiring Managers on iRecruit and how this would be reduced.

The Board discussed iRecruit feedback from internal users and noted the view that iRecruit was cumbersome and time consuming. The majority of Schools found that academic colleagues did not engage with iRecruit and that recruitment activity was being focused in a small number of administrative colleagues who were familiar with the system. As part of the discussion, the Director of Governance and Legal Services highlighted that an internal audit of iHR and iRecruit was due to take place in Quarter 4 of 2017. The Chair requested that the audit focus on iRecruit, as iHR received far more positive feedback. The Director of Governance and Legal Services would liaise with the HR Systems Manager regarding this audit.

Off-Campus Working
The Board discussed a proposal that iHR could be used to record when colleagues were working off-campus, which would allow managers to access this information more easily. The Chair advised that, prior to starting work on this enhancement, a Policy was required to clarify the arrangements for off-campus working, who was permitted to work off-campus and how this should be recorded on iHR.

Timeline for Enhancements
The Board queried the timeline for the enhancements which were currently marked as high priority (as listed in Appendix 2). The HR Systems Manager confirmed that these would be worked on during summer 2017. The Board agreed that the HR Systems Manager would be invited to present an update to the PSLB in Autumn 2017.

M17/27   MOCK AUDIT OF TIER 4 COMPLIANCE – NOVEMBER 2016 (PSLB/17/31)

The Board received and discussed a report on the Mock Audits of Tier 4 Compliance held in November 2016, presented by the Tier 4 Compliance Officer.

Following discussion at the PSLB in February 2017, the report had been updated to include a Red-Amber-Green (RAG) rating for each School in four different categories:

1. Percentage of Visa refusals between 1 January 2016 and 27 October 2016;
2. Identified errors made prior to the issue of a Certificate of Acceptance for Studies (CAS);
3. Identified record-keeping / evidence errors made after a student had enrolled; and
4. Academic Technology Approval Scheme (ATAS) errors: this measure only applied to three of the five Schools and no errors had been found.

Overall, the University's RAG-rating was Amber.

The Board noted that the Tier 4 Compliance Officer had joined the Admissions Hub and that this would allow sharing of expertise with Admissions colleagues. Technical solutions to improve refusal rates through the SARP were also being considered, and a change to the existing financial checks was being made to reduce the number of refusals on this basis. A full programme of training for relevant colleagues would be implemented to ensure the new system worked smoothly.

XXX Go Global Campus Transfers
XXX Reserved section (Ref: Section 33 FOI(S) A 2002)

M17/28   STUDENT PORTAL DEMONSTRATION (PRESENTATION)

The Board received a demonstration of the new Student Portal, provided by the Quality Enhancement Officer.

The Board thanked the Quality Enhancement Officer for his demonstration of the key features of the Student Portal. The Board highlighted that this was an excellent system which would allow students access to all their online resources using a single login. These resources included

Vision, their calendar, and the Library search facility, among others. The Quality Enhancement Officer highlighted that an app was also being developed and that this would have a tailored view highlighting, for example, where PCs were currently available on campus.

The Chair queried how the system would be maintained and kept up-to-date once it was in place. The Quality Enhancement Officer clarified that he would monitor the initial launch carefully and would be holding focus groups with students to receive their feedback. A feedback button would also be available on the Portal and students could use this to provide an instant measure of their satisfaction. The Academic Registrar highlighted that the Portal would change how the University communicated with students and that Registry, in conjunction with the Schools and other Services, would be considering how to encourage student use of the Portal.

The Board discussed whether a Staff Portal, similar in design and function to the Student Portal, could be developed. The Board agreed that this would be a topic of discussion at a future meeting of the Board. The Clerk would highlight this to the Director of HRD and the Director of Information Services, both of whom would be involved in such a Project and were not present at the meeting.

M17/29   UPDATE ON RECRUITMENT TRENDS (PRESENTATION)

The Board received and discussed an update on recruitment trends, presented by the Director of Student Recruitment.

The update focused on the Higher Education Statistics Agency (HESA) data for 2015/16, which had been released in January 2017. The highlights of this data were:

- that 50% of UK universities had lost international students since 2010;
- that the post-1992 universities had experienced the greatest decrease, in some cases of almost 80%;
- that the Russell Group universities had tended to increase their international student intakes; and
- that one of the key issues affecting international recruitment was UK Government and UKVI policy.

The Board discussed the trends for Heriot-Watt, noting that Undergraduate (UG) international students had peaked at 287 in 2013 and had fallen to 178 by 2016. Several factors had contributed to this decline in numbers, including a reduction in students sponsored by Oman.
XXX Reserved section (Ref: Section 33 FOI(S) A 2002)

The Board noted that Postgraduate Taught (PGT) numbers had been significantly impacted by the decline in Chinese recruitment, with other international markets both much smaller and reasonably stable. A member of the Board highlighted that providing a semester abroad would make Heriot-Watt's PGT courses distinctive and more attractive to prospective students.

The Board considered the implications of the downturn in international recruitment to the UK for Heriot-Watt, highlighting that Transnational Education (TNE) had continued to perform well through the downturn. Transnational Education was the provision of education qualifications from institutions in one country to students in another. Heriot-Watt was ideally placed to benefit from TNE's good performance as this formed a significant part of its provision and the University could therefore take advantage of increased regional mobility.

M17/30   LIBRARY AND CENTRALLY MANAGED LEARNING SPACES ACCEPTABLE USE POLICY (PSLB/17/34)

The Board rejected the proposed draft Policy, requesting that this be redrafted with reference to the following comments:

- that further account needed to be taken of the international campuses;
- that items should be grouped in themes, to make the Policy easier to read; and
- that the wording of items should be simplified to make the Policy more accessible to users.

The Board agreed that the Policy would be presented to the Board for endorsement once the redrafting process was complete.

M17/31   EQUALITY AND DIVERSITY ADVISORY GROUP (EDAG) TERMS OF REFERENCE (PSLB/17/35)

The Board received and approved the EDAG Terms of Reference, presented by the Chair.

M17/32   REPORTS FROM THE CAMPUSES, SCHOOLS AND PROFESSIONAL SERVICES (PSLB/17/36 – PSLB/17/47)

The Board received and noted the reports from the Campuses, Schools and Professional Services, presented by the Directors of Administration and Directors of Professional Services.

DATE OF NEXT MEETING

Date of next meeting: Thursday 6 April 2017