Heriot-Watt University

SECRETARY'S BOARD

Minutes: 3 May 2016

In the Chair:	Ms Ann Marie Dalton, Secretary of the University	
Present also:	Ms Candace Albornoz, Assistant to the Secretary	Dr Alicia Greated, Director of Research and Enterprise Services
	Mr Mark Adderley, Director of Human Resource Development	Ms Morag Heggie, Director of Administration (EBS)
	Mr Mike Bates, Director of Student Recruitment	Mr Mike Roch, Director of Information Services
	Ms Sue Collier, Director of Governance and Legal Services	Mr Martyn Spence, Director of Marketing and Communications
	Mr Darren Cunningham, Director of Administration (MACS)	Mr Paul Travill, Academic Registrar
	Mr Malcolm Deans, Director of Campus Services	Ms Sheelagh Wallace, Director of Administration and Registrar (Dubai)
	Ms Maggie Dunn, Director of Administration (SLS)	
In Attendance:	Ms Lisa Herlihy, Clerk	Mr Steve Watson, Scholarships Manager (*for M16/62*)
Apologies	Ms Philippa Burrell, Director of Administration (EGIS)	Mr Campbell Powrie, Director of Administration (SML)
	Mr Andrew Menzies, Director of Finance	Ms Vivienne White, Director of Administration (TEX)
	Mr Derek Penman, Director of Administration (EPS)	Ms Janice Yew, Chief Operating Officer (Malaysia)

The Chair welcomed Mr Steve Watson, Scholarships Manager, to the meeting to present item M16/62 *Scholarships Strategy*.

MINUTE REF

M16/52   MINUTES OF THE MEETING OF 5 APRIL 2016

The Board received and approved the minutes of the meeting of 5 April 2016.

M16/53   MATTERS ARISING REPORT FOLLOWING THE MEETING OF 5 APRIL 2016

The Board received and noted the matters arising report following the meeting of 5 April 2016.

The Chair advised members that the matters arising report must be kept up-to-date. All members were to provide regular updates regarding their actions to the Clerk.

M16/28 – The Board agreed that the Academic Registrar would work with the new Student Officers at the Borders Campus to provide social space for students on campus.

M16/45 – The Board noted that Study World had not presented a report on the Student Services Centre to the Operational Management Committee at its recent meeting and had agreed to provide this shortly. The Board agreed that the Director of Governance and Legal Services would draft a letter to Study World regarding the Centre and that this would be provided to the Vice-Principal (Dubai) for his consideration.

M16/45 – The Board agreed that a refresh of the Healthy Working Lives initiative would be deferred to autumn 2016, due to the high workload of those involved in both the initiative and the Oriam project.

M16/10 – The Board noted that the Global Employee Experience Forum meeting on 4 May 2016 would discuss colleagues' preferred methods of communication. The Board highlighted that the action originally agreed had been to consult with Focus Groups comprising a variety of colleagues, including both Professional Services and academic colleagues. It was important to ensure a mix in order to receive ideas from a cross-section of the University. The Director of Marketing and Communications confirmed that these Focus Groups would be created and that his team would also be consulting with colleagues in Finance, who had identified dissatisfaction with communications when completing the Employee Engagement Survey.

M16/16 – The Chair advised that both Staff and Student Handbooks would be developed by 2017. The Academic Registrar would discuss these with the Chair outwith the meeting and would report to an upcoming meeting of the Board.

M15/148 – The Board agreed that an email would be issued to all colleagues clarifying where data could and could not be saved. The Board discussed the IT information which was provided at induction, noting that this had been missing from induction in recent years and was now being reintroduced. A report on staff induction was on the agenda for the June 2016 meeting.

M15/100 – The Board noted that an RKEB Working Group chaired by Professor Steve McLaughlin was focusing on improving technology support for research activity across the University, building upon systems such as Pure, RMAS and Oracle R12 now in place. The Chair highlighted that the work being undertaken could fit well under the One Heriot-Watt banner created by the Principal. The Board agreed that the Director of Information Services and the Director of Research and Enterprise Services (RES) would develop a proposal for including the work under this banner, whilst its funding needs were being addressed by the Strategic Information Systems Committee's consideration of investment priorities.

M16/54   **POLICIES UNDER DEVELOPMENT REPORT (SB/16/)**

The Board received and noted the Policies Under Development Report, presented by the Chair.

M16/55   **BUSINESS REPORTED BY THE CHAIR**

No business was reported by the Chair.

M16/56   **REPORTS FROM THE SCHOOLS AND PROFESSIONAL SERVICES (SB/16/66 – SB/16/77)**

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

During the course of this item, the following key points were raised:
Borders Campus
- that the Board would receive a report on global student representation structures at a forthcoming meeting;

Campus Services
- that approval for the next tranche of capital projects was in progress. The University Executive had approved the envelope for the projects and the next step was to agree the order of the work to be undertaken;
- that refurbishment work for the Main Reception area would take place over summer 2016. The Board agreed that a report on future plans for Main Reception would be presented at the September 2016 meeting;

Dubai Campus
- that the Dubai Campus would ensure that all exams taking place during Ramadan would finish by 7pm. The Board discussed the effect of Ramadan upon exams, highlighting that the Equality Impact Assessment previously completed remained unchanged. The Academic Registrar confirmed that exam periods were published every year and students affected would be aware of the intersection between exams and Ramadan. In the current academic year only EBS students would be affected;
- the Director of Governance and Legal Services highlighted that discussions were ongoing with the Muslim Society regarding scheduling those exams which were longer or perceived as more difficult earlier in the day;
- the Board agreed that the Academic Registrar and the Director of Administration (EBS) would report to the University Executive, via the Learning and Teaching Board, regarding the decision to continue with exams as planned and how this would be communicated to students;
- that the Dubai Campus was proposing to begin the academic year in Week 2 in 2016/17, as Week 1 coincided with Eid. The Director of Administration and Registrar (Dubai) was consulting with the Associate Heads in Dubai and, if the proposal was agreed at this level, would then present the proposal to the Academic Council (Dubai) and the Senate for approval;
- the Board agreed that a report on religious observance across the world and its affect upon the University would be developed via the Inter-Faith Forum;

Edinburgh Schools
- that the 'Go Global' scheme was proving very popular with students. The Board noted that, in a small number of cases, students had been advised that they would have to change programme in order to complete a year of study at another campus, even where the courses for their original programme of study were available. The Board agreed that the Director of Administration (MACS) and the Academic Registrar would discuss alternative solutions outwith the meeting;

Governance and Legal Services
- **Reserved section (Ref: Sections 30, 33 FOI(S) A 2002)**
- that the initial draft of the single timesheet for students who worked for the University, which could be used across Schools and departments, had proven unworkable. Alternative ways of creating a single record of working hours were being considered;

HRD
- that the University and College Union (UCU) ballot for strike action would be closing on 4 May 2016. Contingency for strike action was being organised by University colleagues;
- that nominations for the Spirit of Heriot-Watt awards would close on 13 May 2016. Nominations were encouraged from across the University;

Information Services
- that a draft report regarding the development of online global Masters programmes had been completed and provided to the Principal for consideration;

Marketing and Communications
- that future reports from Marketing and Communications would include a rolling programme of upcoming University events;

- that the Chair and the Director of Marketing and Communications would liaise outwith the meeting regarding levels of attendance for the Garden Party on 4 June 2016 and how attendance could be encouraged;

Registry Services
- that the current mentoring system, which was underused by students, would be relaunched as the Personal Tutor programme in coming months. Support for students via their personal tutors would be more visible and more readily available. The Annual Student Survey would enable the University to monitor the success of the programme. Further information for students and colleagues would be available on the University website;

RES
- that the Principal and the Deputy Principal (External Relations) were reviewing research activity at the Orkney Campus and were considering how this could be developed;

Student Recruitment
- that the deadline for UCAS applications was 4 May 2016. Unconditional Undergraduate (UG) acceptances were up by 7% and conditional UG applications were up by 5%; and
- that Postgraduate Taught (PGT) acceptances were down 2% for unconditional acceptances and down 1% for conditional acceptances.

M16/57   FACE-TO-FACE BRIEFING FEEDBACK (SB/16/78)

The Board received and noted the Face-to-Face Briefing Feedback, presented by the Director of Marketing and Communications.

The Board discussed the feedback received following the Face-to-Face Briefings, noting that a range of issues had been highlighted by colleagues. A number of questions would require response at a local manager level. The Board agreed that the Director of Marketing and Communications and the Chair would meet outwith the meeting to consider those queries which required University-level responses.

M16/58   GROUP FINANCIAL DASHBOARD (SB/16/79)

The Board received and noted the Group Financial Dashboard, presented by the Chair.

M16/59   SARP UPDATE (SB/16/80)

The Board received and noted an update on the Student Administration Revitalisation Project (SARP), presented by the Academic Registrar.

The Academic Registrar highlighted the following points:

- that a new Admissions / Customer Relationship Management (CRM) system had been chosen and Ellucian would be the provider. This would allow greater integration of data throughout the University's systems, some of which were also provided by Ellucian;
- that preparations to roll out the admissions system to the Dubai Campus, and for use with postgraduate applications were underway; and
- that the SARP would be a discussion topic at the University Leadership Forum on 20 May 2016, with the opportunity to receive input from academic colleagues and other members of the Forum.

M16/60   **YOUTH EMPLOYMENT AT HERIOT-WATT (SB/16/81)**

The Board received and discussed an update on Youth Employment at Heriot-Watt, presented by the Director of HRD.

The Board discussed current issues in this area, including the introduction of the Apprenticeship Levy in April 2017. This Levy would require all companies with a pay bill in excess of £3 million to contribute 0.5% of the pay bill to a fund for apprenticeships. Companies would be able to claim Levy contributions to spend on training apprentices. The Director of HRD highlighted that the impact of the Levy on Scotland was not yet fully understood and that more information would be available following the Scottish election.

The Board agreed that the Director of HRD would present a further report on this topic at the November 2016 meeting, when more information would be available.

M16/61   **UNIVERSITY CLEARING STRATEGY (SB/16/82)**

The Board received and noted a report on the University Clearing Strategy, presented by the Director of Student Recruitment.

The Director of Student Recruitment highlighted that the report contained an outline of the business generated at Clearing in previous years and the importance of maximising student recruitment during this period. The report would also be presented to the University Executive at an upcoming meeting.

The Board discussed the measures that had been put in place to increase efficiency during Clearing, including the creation of a call centre which would ensure all stakeholders were centred in one area. The priority was ensuring that there was sufficient staffing in the call centre to deal with the volume of calls received. The phone system was also being developed so that a queue system was in place to prevent the University missing calls, as had happened in prior years.

The Director of Student Recruitment confirmed that, following the Clearing period, analysis of the outcome of the Strategy would be performed. This would allow for improvements, where necessary, in future years.

The Board agreed that a staffing rota would be developed and circulated by the Director of Student Recruitment, to allow sufficient coverage in the call centre. The Directors of Administration and Professional Services would review the rota and the requirements upon colleagues in their areas. Time Off In Lieu would be organised for colleagues who were working part of the weekend.

M16/62   **SCHOLARSHIPS STRATEGY (PRESENTATION)**

The Board received and noted an update on the Scholarships Review, presented by the Scholarships Manager.

The Board noted that on 11 April 2016 the University Executive had agreed that a common Scholarship Framework was required and had endorsed next steps including the standardisation of eligibility for scholarships, expansion of the review to include scholarships for the Malaysia and Dubai campuses and the inclusion of Postgraduate Research (PGR) scholarships.

The Scholarships Manager highlighted that meetings had been held with colleagues in SML, MACS and EPS to discuss the Scholarships Framework and similar themes had been identified across these Schools. The key themes were:

- that Schools were supportive of the Framework and were keen to progress its development;
- that an early acceptance discount of 10% off fees was seen as a useful recruitment tool;
- that Schools had concerns about funding of scholarships and wondered if other avenues (e.g. endowments or philanthropy) might be available;
- some concern that it was hard to evidence return on investment, particularly for 100% scholarships; and
- a desire to have a rigorous application process to ensure that high-level scholarships were recruiting high-level students who could act as ambassadors for the University.

Next Steps

The Board discussed next steps in the Scholarships Review, noting that the Scholarships Manager aimed to complete discussions with the remaining Schools by the end of June 2016.

The Scholarships Manager highlighted that he would liaise with Development and Alumni to explore options for philanthropy to support the framework in the longer term. This included the possibility of releasing funds from the Scholarship and Bursaries Endowment to part-fund the new Framework over a multi-year period. The Chair noted that that the Framework would require discussion at the Fees Working Group and the Finance Committee. The Board agreed that the Scholarships Manager would be provided with the dates for key meetings so that a timeline for presentation could be set.

Further Discussion

The Board queried how the international campuses would be included within the Framework, highlighting that the different markets in Malaysia and Dubai required different scholarship provision. The Scholarships Manager confirmed that Malaysia and Dubai would be reviewed separately and Frameworks developed that suited their arrangements.

The Board discussed 100% scholarships and the Director of Student Recruitment highlighted that these had great value as a recruitment tool. Members supported the proposal that such scholarships were linked to a clear ambassadorial role and were awarded following a rigorous application process. The Board suggested that the role was defined within the Framework and it was highlighted that scholarship contracts were often used at other institutions and could be an option for Heriot-Watt.

M16/63   CYBER SECURITY REVIEW AND PROJECT (PRESENTATION)

The Board agreed that the presentation on the Cyber Security Review and Project would be deferred to the June 2016 meeting.

M16/64   UPDATED STUDY ABROAD PROCESS (ORAL UPDATE)

The Board received and noted an oral update on the Study Abroad Process, presented by the Director of Student Recruitment.

The Director of Student Recruitment highlighted that one outcome of the Global Recruitment and Marketing Workshop in January 2016 had been an action to produce an updated Study Abroad Process. This Process would govern transfers for one semester or year from students not enrolled with Heriot-Watt.

Discussions at the International Strategy Board meeting on 7 April 2016 had raised questions regarding the value and impact of the Study Abroad scheme, and how this fit within the University's Strategy. It was agreed by the International Strategy Board that a broader strategic review would be undertaken and reported back to the University Executive when available.

M16/65   **SOCIAL MEDIA POLICY (SB/16/83)**

The Board noted that the Social Media Policy had been deferred until June 2016, to allow further consultation with colleagues before requesting approval. In the meantime colleagues were invited to provide any comments to the Director of Governance and Legal Services.

M16/66   **SECONDMENT POLICY (SB/16/84)**

The Board received and noted the Secondment Policy, which was presented by the Director of HRD for comment.

Colleagues were invited to provide any further feedback regarding the Policy to the Director of HRD or the Head of Reward and Employee Engagement. The Board agreed that the Policy would be presented at the June 2016 meeting, and the Board would be invited to recommend the Policy for onward transmission to the University Executive.

M16/67   **ANNUAL REPORT FROM THE STUDENTS' UNION (SB/16/85)**

The Board received and noted the Annual Report from the Students' Union, presented by the Academic Registrar.

The Academic Registrar highlighted that the Student Union had had a successful year, particularly in terms of their increased support for students. The Union had taken the lead on coordinating the Big Student Elections for 2016 and had returned a 20.5% turnout, 8.5% higher than in 2015.

The Board discussed the increased volume of work at the Student Advice Hub run by the Student Union, which included a higher number of PGR students than in previous years. The University was working to develop a better referral process between the Hub and the Student Support and Accommodation team to help the Student Union with this issue.

M16/68   **REPORT FROM THE STUDENT VISA COMMITTEE: MEETING HELD ON 21 JANUARY 2016 (SB/16/86)**

The Board received and noted the report from Student Visa Committee meeting held on 21 January 2016, presented by the Director of Governance and Legal Services.

M16/69   **BORDERS CAMPUS MANAGEMENT COMMITTEE ANNUAL REPORT AND TERMS OF REFERENCE**

The Board agreed to receive this report at the June 2016 meeting, as the deadline for the May 2016 meeting had not been met.

M16/70   **PROJECTS REGISTER (SB/16/88)**

The Board received and noted the Projects Register, presented by the Chair.

M16/71   **SECRETARY'S BOARD FORWARD AGENDA (SB/16/89)**

The Board received and noted the Secretary's Board Forward Agenda, presented by the Chair.

Date of next meeting: Tuesday 7th June 2016