In the Chair: Professor Richard A Williams

Present Also: Professor Mushtak Al-Atabi * Professor Robert MacIntosh
Professor Scott Arthur Professor Steve McLaughlin
Dr Tessa Berg Dr Fiona McNeill
Dr Frédéric Bosché Dr Kevin Muldoon
Dr Antonin Chapoy Professor Jemima Napier
Professor Malcolm Chrisp Dr Mehdi Nazarinia *
Professor Patrick Corbett Mrs Vanessa Northway *
Mr Shai Davidov Dr Mutasim Nour *
Professor Susan Dewar Mr Larry O’Brien *
Dr Christopher Dodd Mr Mark Parker
Professor Dugald Duncan Professor Beatrice Pelloni
Dr Ahmed ElSheik Dr Sandhya Patidar
Dr Shumei Gao Professor Garry Pender
Professor Ian Galbraith Ms Jane Priest
Dr Fadi Ghaith * Mr Gerry Reilly
Dr Alan Gow Dr James Richards
Dr Amos Haniff Mr Kieran Robson Renner
Professor Gillian Hogg Professor John Sawkins
Dr David Jenkins Dr Mohamed Sherif
Professor Julian Jones Mr Rahul Singh
Professor Ammar Kaka * Ms Rachel Sutherland
Dr Sara Keith Professor Nick Taylor
Dr Nasir Al Lagtah * Dr Gillian Thomson
Professor Angus Macdonald Dr Kathryn Waite
Professor Stuart Macgregor Professor Fiona Waldron
Professor Heather McGregor Professor Robert Weston

In Attendance: Ms Ann Marie Dalton-Pillay Mr Richard McGookin
Ms Sue Collier Mr Paul Travill
Ms Lucy Graham Ms Nicole Alexander (Invited attendee)
Dr Maggie King Mr John McDermott (Clerk)
Ms Kathy McCabe

* Indicates member participating remotely

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

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]

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.
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 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 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.

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.
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 ……………………………..