The Acting Principal welcomed all participants to the meeting, noting that colleagues were joining from four locations (Malaysia, Dubai, Edinburgh and Orkney). The Senate extended a warm welcome to the members who had taken office on 1 August, including the expanded number of Student members now in place following the approval of the Charter and Statutes.
(which put into effect the Higher Education Governance (Scotland) Act 2016). It was noted that two Student positions were still vacant, and that steps would be taken to fill these.

The Acting Principal informed the meeting that he was Chair of the Senate (as well as undertaking a number of other duties) in the absence of the Principal for medical reasons. The Senate wished to convey its good wishes to the Principal for a speedy recovery.

The apologies for absence were recorded.

M19/43 MINUTES OF THE PREVIOUS MEETING

Received The minutes of the meeting held on 12 June 2019.

Approved The Senate approved the minutes as a correct record.

M19/44 ACTION LOG [PAPER: SEN/19/24] and MATTERS ARISING

Noted The Senate noted that that the Action Log had been introduced in order to capture decisions and action points and thus assist the Senate to keep track of follow-up activities.

There were no matters arising from the minutes not elsewhere on the agenda.

M19/45 REPORT FROM THE ACTING PRINCIPAL AND VICE-CHANCELLOR [Paper: SEN/19/25]

Received The Senate received and considered a report from the Acting Principal, 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 and noted in particular: the encouraging position regarding student recruitment for 2019/20 and the tremendous efforts on all campuses towards meeting recruitment targets; the highly positive outcome of the National Student Survey that had been announced in July, an outcome that gave great credit to all involved, including the Student Union and the University Committee for Learning and Teaching; the success of the University being one of just three universities to be awarded five stars by the Knowledge and Human Development Authority (KHDA) of Dubai, which was a considerable accolade and recognition of the efforts of Staff and Students in Dubai (and elsewhere) to enhance academic quality and the Student experience. The Senate noted the ongoing uncertainties surrounding Brexit. The Senate further noted that all Staff and Students had been invited to the University’s annual Stakeholder meeting on 25 September, which would seek to publicise and celebrate the many successes of Staff and Students. It was noted that Senators had been asked to make a special effort to attend. As a footnote, it was reported that the Learning and Teaching Academy had been successfully launched that morning by Karen Watt, Chief Executive of the Scottish Funding Council. Ms Watt had been given a brief tour of the GRID and other facilities, and had given very positive feedback. The Senators who attended the launch were thanked for their participation.

The Senate noted the Report.
M19/46 UPDATE ON STAFF ENGAGEMENT  [Presentation]

Received

The Deputy Principal (Engagement and Staff Development) led a presentation to inform the Senate of the actions being taken to enhance staff engagement, and how Senators can contribute to enhancements in this important area. (NB the presentation is logged on the Senate SharePoint site)

Noted

The Senate considered and noted the work on-going in Schools and on different campuses, and the inter-relation with the PDR process (which is undergoing a review). It was noted that the work was informed by the University’s Values, and was also embedded in the ‘Building our Commonality’ (BoC) initiative. The Senate noted the ‘Staff Voice’ initiative, and the focus on transparent communications to underpin interactions among colleagues. It was recognised as important that speaking with each other should be done in a background of mutual respect and trust. The Senate noted that the initiative to enhance staff engagement was informing preparations for the next Staff Survey, to be conducted in autumn 2019, with the outcomes due in early 2020. The Senate requested that it should return to this overall topic, and its sub-themes, in the future.

The Senate also considered an update from one of the Deans, Professor Arthur, who was leading a sub-group scrutinising academic work load. The Senate noted that there was a variety of experiences across (and within) the different Schools. The Senate further noted that work would be undertaken to identify and assess the workload models of some other institutions before bringing forward proposals for Heriot-Watt. It was suggested that workload was a strategic resource, and that since there was a finite amount, imbalances could have an impact on wellbeing. Means of managing peaks were put forward. The Senate discussed the merit of workload models and how effective they might be in practice, especially during peak periods of competing demands and/or ‘fire-fighting’.

In related discussion, the Senate noted that there were conversations on the topic of Building our Commonality taking place in every School on order to help ensure that academic colleagues would be aware of the new professional services structure. It was noted that the heads of division in the newly configured directorates would have a clear responsibility for communication with colleagues in Schools and elsewhere.

The Senate thanked the Deputy Principal (Engagement and Staff Development) and the Dean (Arts and Social Sciences) for the presentation and follow-up discussion.

The Senate noted the presentation.

M19/47 RESEARCH FUTURES ACADEMY  [Presentation]

Received

The Senate received and considered a presentation from the Deputy Principal (Research and Innovation), supported by Mrs Kennedy of the Research Futures Academy (RFA), highlighting the background to, and some of the activities supported by, the RFA. Senators were urged to be advocates for the RFA, especially (but by no means exclusively) to encourage early career researchers to take advantage of the development opportunities on offer. Senators were also encouraged to attend – and encourage others to attend – the ‘Festival of Research’ planned for 14 and 15 November 2019.

{NB the presentation is logged on the Senate SharePoint site}
The Senate noted that the work of the RFA recognised the importance of Research Ethics, and also pursued HR excellence in Research. The Senate noted that the RFA supported researchers based on all campuses of the University and that support was available for researchers engaged in any discipline. The need, when planning events and providing resources, to recognise working patterns of PhD students and post-doctoral researchers was emphasised. The need to ensure that all campuses were able to access the programme of activities was also noted.

The Senate noted that the Research Engagement Directorate would shortly move its Edinburgh base to a newly equipped central location, which was intended to increase engagement and collaboration on a day to day basis. A launch event for the new suite would be held later in September 2019.

The Senate thanked the Deputy Principal (Research and Innovation), and Mrs Kennedy for the presentation and interesting follow-up discussion.

M19/48 STUDENT PARTNERSHIP AGREEMENT 2019/20

The Senate received and considered an update report from the Deputy Principal (Learning and Teaching) and the President of the Student Union highlighting the ongoing work encapsulated by the Student Partnership Agreement (SPA).

The Senate noted that this new way of working had been inaugurated last year, and that the 2019 revision was building on the earlier success. The University Committee for Learning and Teaching would continue to provide the forum for ongoing scrutiny and development of the elements in the SPA.

The President of the Student Union gave some detail of the work that was continuing, including: seeking to identify means to enhance feedback to Students; the work across the University relating to enhancing Student wellbeing; the specific themes relating to the particular respective needs of Postgraduate taught and research Students; the discussions with the Human Resources Directorate around potential opportunities for employing Students on campus; and the drive to increase the engagement of Students through Student Societies.

The Student President looked forward to having the opportunity of discussing and exploring the various themes with the Senate and the Court in much greater detail at the joint meeting of Court and Senate in early 2020.

The Senate thanked the Deputy Principal (Learning and Teaching) and the President of the Student Union for the information.

M19/49 GOVERNANCE: UPDATE ON GOVERNANCE EFFECTIVENESS REVIEW OUTCOMES; AND ROLES AND RESPONSIBILITIES OF SENATORS

The Senate received and considered an update, provided by the Secretary of the University, on actions agreed following the Governance effectiveness review.

The progress was noted on the items in the action plan most pertinent to the Senate. It was agreed to be appropriate to again hold a joint meeting of the Court and Senate, with February 2020 the likely timing. The Senate also looked forward to welcoming individual Court members as observers at future meetings of the Senate. Another important aspect was noted to be seeking to further increase the time available in Senate meetings for debate on strategic topics.
Agreed

Following on from the discussion at its June meeting, the Senate considered an updated articulation of the Roles and Responsibilities of Senators within a values-led organisation. The Senate was content with the principles and behaviours described in the document, and agreed to their adoption. The document was to be published on the Senate website, in order to help to inform the election and induction of Senators, as well as providing guidance in the conduct of their duties. It was suggested that the principles and behaviours usefully could also be applied to the members of Committees of the Senate and the Committees in the Schools.

The Senate thanked the Secretary of the University and Professor Corbett, for their work in developing the roles and responsibilities of Senators.

M19/50  ACADEMIC QUALITY: ANNUAL REPORT TO THE SCOTTISH FUNDING COUNCIL ON INSTITUTION-LED REVIEW AND ENHANCEMENT ACTIVITIES  (Paper SEN/19/27)

Received

The Senate received and considered a submission by the Deputy Principal (Learning and Teaching) and the Head of Academic Quality of the Annual Report to the Funding Council (SFC).

Noted

It was noted that the Report would be put to the Court in September for ‘signing off.’ The report provided Court (and SFC) with assurances of the effectiveness of the arrangements in respect of quality assurance and enhancement of education provision put in place by Senate. The Senate noted that the SFC did not require the inclusion in the Report of the University’s activities in Dubai and Malaysia, however it was recognised as important to display the unitary nature of the University’s provision, and so the Report gave a comprehensive and inclusive account.

Senators were invited to pass any detailed comments on the Report to the Head of Academic Quality after the meeting, but in good time to inform the submission to Court.

The Senate thanked the Deputy Principal (Learning and Teaching) and the Head of Academic Quality for their diligent work in preparing the Report.

M19/51  ACADEMIC QUALITY: ELIR REFLECTIVE ANALYSIS  (Paper SEN/19/28)

Received

The Senate received and considered the submission by the Deputy Principal (Learning and Teaching) and the Head of Academic Quality of the near final version of the Reflective Analysis, which was available to view on the Senate SharePoint site. Senators were invited to take the final opportunity to comment on the draft before it would be submitted to the Quality Assurance Agency Scotland (QAAS).

Noted

It was noted that the Reflective Analysis was an expression of what the University does, how it is done, and how quality and standards are maintained and enhanced. The Reflective Analysis was crucial to the University’s fourth Enhancement-Led Institutional Review (ELIR4) to be undertaken in 2019/20, and would be used by the visiting ELIR team as part of their preparations for the Review, and it would be referred to during and after the ELIR visits.

Following discussion, it was agreed to assess the feasibility of conducting an Equality Impact Assessment of the document prior to submission.

Senators were invited to pass any detailed comments on the Report to the Head of Academic Quality after the meeting.
The Senate thanked the Deputy Principal (Learning and Teaching) and the Head of Academic Quality – and supporting team – for their diligent work in preparing the Reflective Analysis.

### M19/52 REPORT FROM THE ORDINANCES AND REGULATIONS COMMITTEE

**[Paper: SEN/19/29]**

- **Received**
  - The Senate received and considered the report of business conducted at a meeting of the Joint Committee of the Court and the Senate: the Ordinances and Regulations Committee (ORC), as presented by the Chair of the Committee. Each matter was taken in turn as recorded below.

- **Noted**
  - The Senate received, considered and, on the recommendation of the ORC, agreed to endorse the modifications to Ordinance J2 that had been approved by the Court in June as an urgent measure to ensure continuity during a period of considerable change – on the condition that the ORC and the Senate would be content with the changes. The Senate noted that the ORC had agreed to endorse the modifications by correspondence (with nine members expressing support and one member expressing dissatisfaction).

  - After discussion, in which it was recognised that this was a unique occurrence, and that the situation would be revisited in 2021, the Senate agreed to endorse the modifications. It was recognised that the similar Ordinances, relating to other senior appointments, required to be re-visited and this was intended to be done in good time before the next appointments would be made.

  - NB the current appointee as Vice-Principal (Dubai), Professor Kaka, was not present when the Senate considered this item.

- **Approved**
  - The Senate received, considered and, on the recommendation of the ORC, agreed to approve the modifications to three Regulations in order to put into effect a previous decision of the Senate with regard to classification of integrated masters and taught postgraduate masters degrees:

    - Regulation 3 Modular First Degrees;
    - Regulation 48 Higher Degrees of Master (Taught); and
    - Regulation 48A Higher Degrees of Master (Taught – HWU Online).

  - The Senate noted that the opportunity had been taken to update each of the Regulations with previously agreed changes to terminology as well as changes to agreed procedures.

  - The Senate noted that further matters related to these (and other) Academic Regulations would be brought forward for its consideration in due course.

  - The Senate agreed to approve the modifications to the Regulations.

### M19/53 REPORT FROM THE SENATE COMMITTEE FOR INTERIM BUSINESS AND EFFECTIVENESS (SCIBE)  

**[Paper: SEN/19/30]**

- **Received**
  - The report of the meeting held on 28 August 2019, and subsequent business by correspondence as presented by the Acting Principal.

- **Noted**
  - The Senate noted the matters that SCIBE had conducted on behalf of the Senate in the period since the previous Senate meeting, which were detailed in the paper, and which included: the granting of Visiting, Honorary and Emeritus titles; agreeing the composition of Professorial Appointment Committees; and to appoint members to Committees of the Senate.

  - The Senate noted that there remained some vacancies on two Committees: the University Committee for Quality and Standards; and the Studies
M19/54 UNIVERSITY COMMITTEE FOR RESEARCH AND INNOVATION [Paper: SEN/19/31]

Received The minutes of the meeting held on 22 August 2019 as presented by the Deputy Principal (Research and Innovation).

Noted The Senate received and noted the report of business conducted by the Committee. It was noted that the updated Research Student Code of Conduct was now live on the website, and ready for immediate use.

M19/55 UNIVERSITY COMMITTEE FOR LEARNING AND TEACHING [Paper: SEN/19/32]

Received The minutes of the meeting of the University Committee for Learning and Teaching (UCLT) held on 4 September 2019, as presented by the Deputy Principal (Learning and Teaching), and the proposed Widening Participation Strategy, which had been endorsed by the UCLT and was presented to the meeting by the Director of Learning and Teaching (School of Engineering and Physical Sciences).

Noted The Senate considered the proposed Widening Participation Strategy, and noted some minor edits that the UCLT had agreed to the version that had been circulated. The Senate noted that the Strategy was applicable to all campuses and captured the strategic ambitions of the University, with particular focus on the ‘Building Flourishing Communities’ theme of Strategy 2025. The Senate noted the actions to develop the implementation plan as laid out in the paper.

The Senate noted the other business conducted by the Committee.

Approved On the recommendation of the UCLT, the Senate approved the Widening Participation Strategy, as amended, and supported the next steps and actions that would be taken under the auspices of the UCLT.

M19/56 UNIVERSITY COMMITTEE FOR QUALITY AND STANDARDS [Paper: SEN/19/33]

Received The minutes of the meetings of the University Committee for Quality and Standards (UCQS) held on 19 June 2019 as presented by the Chair of UCQS.

Noted The Senate received and noted the report of business conducted by the Committee.

M19/57 ANY OTHER BUSINESS

Noted No other business was noted
MINUTE REF

M19/58     DATES OF FUTURE MEETINGS

Noted     The dates of meetings of the Senate in Session 2019/20 were noted as:
  Thursday 12 December 2019;
  Wednesday 26 February 2020;
  Thursday 23 April 2020;
  Wednesday 17 June 2020.

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