Heriot-Watt University

THE UNIVERSITY EXECUTIVE

Approved Minutes of the meeting held on 3 July 2015

Present:

Prof J Jones, Acting Principal (Chair)
Prof R Craik, Vice-Principal (Malaysia) [by Skype]
Ms A-M Dalton, Secretary of the University
Prof D Hand, Interim Deputy Principal (Research & Knowledge Exchange)
Prof G Hogg, Deputy Principal (External Relations)

Mr A Kitchin, Joint Head, Edinburgh Business School
Prof R MacIntosh, Head, Management & Languages
Prof S McLaughlin, Head, Engineering & Physical Sciences
Prof G Pender, Head, Energy, Geoscience, Infrastructure, & Society
Prof F Waldron, Head, Textiles & Design

In Attendance:

Mr M Adderley, Director, Human Resources [for M15/117]
Ms H Crosby, Quality Assurance Manager [for M15/119]
Mr D Evans, Capita Plc. [for M15/117]
Mr B Dodgson, Officer, The Secretariat (Clerk)

Mr R McGookin, Director, Planning
Ms L Kirkwood-Smith, Head, The Secretariat
Ms R Moir, Asst. Principal (International Development) [for M15/118]

Apologies:

Prof A Kaka, Vice-Principal (Dubai)
Prof G Gibson, Acting Head, Mathematical & Computer Sciences

Mr A Menzies, Director, Finance
Prof P Morris, Acting Head, Life Sciences
Prof J Sawkins, Deputy Principal (Learning & Teaching)

[Clerk's Note: At 12:00 the UE joined with other members of the University in observing a minute of silence to remember those killed in an attack in Tunisia on 26 June 2015.]

M15/113   WELCOME AND ANNOUNCEMENTS

The Chair welcomed to the meeting the members of the UE and the following individuals who were in attendance:

- Mark Adderley, Director of Human Resources
- David Evans, Capita Plc.
- Ruth Moir, Assistant Principal (International Development)

The UE noted the attendance of Ms Lorna Kirkwood-Smith and Mr Brett Dodgson; Ms Kirkwood-Smith had served as Clerk of the UE to June 2015, a position which had now been taken up by Mr Dodgson. The Chair thanked Ms Kirkwood-Smith for her support to the UE and its members and welcomed Mr Dodgson to the UE.

The UE noted those members who had submitted to the Clerk their apologies for the meeting.

M15/114   MINUTES OF THE PREVIOUS MEETING

The UE received and considered the minutes of the meeting held on 28 May 2015 and approved them as a correct record.

M15/115   ACTIONS LOG AND MATTERS ARISING

115.1   Actions Log

The UE received and noted the Actions Log which included actions agreed at the meeting held on 28 May 2015 and the progress that had been made in completing these.

115.2   Matters Arising

The UE noted that there were no matters arising from the minutes that were not already on the agenda as circulated.

M15/116   BUSINESS REPORTED BY THE CHAIR

The UE noted that the Court had met in June 2015 and that the meeting had been the Court's last of the 2014-15 academic year. The UE noted that the Court had at that meeting approved the

University's Five Year Financial Plan.

M15/117 **CONSULTATIONS AND PUBLICATIONS LOG [Paper UE/15/93]**

117.1 The UE received and noted the Consultations and Publications Log as of July 2015.

117.2 **Higher Education Governance (Scotland) Bill**

The UE received and considered a verbal report from the Secretary of the University on the Higher Education Governance (Scotland) Bill which had been introduced in the Scottish Parliament in June 2015.

The UE noted that the Education and Culture Committee of the Scottish Parliament had announced a call for evidence on the Bill and that the closing date for the receipt of submissions was 4 September 2015.

The UE agreed that the University should submit an institutional response to the call for evidence, to be approved jointly by the Court and the Senate, and contribute to any sector-wide response. The UE agreed that the Secretary of the University should consider how the preparation and approval of the University's response should be facilitated.

M15/118 **2015 EMPLOYEE ENGAGEMENT SURVEY RESULTS**

The UE received and considered a report on the results of the 2015 Employee Engagement Survey presented by the Director of Human Resources and a representative of Capita Plc.

a. **[Reserved Section – Ref. FOI(S)A, s.30]**

The UE noted that the results should be seen against a background of uncertainty and change within the sector and that this context had affected the results of similar surveys at other institutions.

The UE agreed that the results suggested three areas in which enhancement efforts should be focussed:

a. communications – a new Director of Marketing and Communications was now in post and work to improve the quality of the University's communications was already underway, but internal communications remained an area where further improvement was needed; the number of respondents who thought the survey results would be acted on had fallen 9% since the last survey in 2011 and "You Said, We Did" communications might help to address this;

b. infrastructure – spending on the University's estate had until recently been relatively limited, but a number of significant new developments were now underway or at advanced stages of planning; it was important that plans were communicated to staff and that communications were clear as to the schedule for the delivery of new developments; and

c. promotions and Performance and Development Review – 86% of respondents said that they had completed a Performance and Development Review in the past year and the number of respondents who agreed that they understood the Performance and Development Review process and agreed that the promotions process was transparent had both improved since the last survey in 2011; it had not been intended that there should be a direct link between Performance and Development Reviews and promotion decisions, but rather that promotion decisions should be informed by Performance and Development Review outcomes – however, further clarification on the relationship between these processes would be helpful together with advice on the promotions process for those at the top of their pay band and where there was limited scope to expand their role or responsibilities.

The UE agreed that the institutional response to the survey results should broadly follow the three step model proposed by Capita and that, in particular, it was important to recognise and celebrate the positive aspects of the results and to ensure that the response was coordinated with existing initiatives such as those relating to Athena SWAN accreditation.

The UE agreed that the Acting Principal and the Director of Human Resources should develop a draft action plan for consideration by the UE at its meeting in September 2015. The UE agreed that advice should be sought from the Director of Marketing and Communications as to how the survey results and action plan should be communicated to University staff. The Chair thanked Capita Plc., the Director of Human Resources, and colleagues for their work in running the survey and the preparation of the report.

M15/119   UPDATE REPORT ON STRATEGIC DEVELOPMENT OF THE MALAYSIA CAMPUS [Paper UE/15/104]

119.1   The UE received and considered a report on the strategic development of the Malaysia campus presented by the Assistant Principal (International Development) together with the Vice-Principal (Malaysia).

The UE noted that the report provided an update on student recruitment in relation to the strategic development of the Malaysia campus following the report and recommendations considered by the UE at its meeting in May 2015 [M15/90]. The UE had at that meeting approved the main recommendation that the second phase of the development of the Malaysia campus should be delayed by one year if student recruitment for 2015-16 entry was 80% or less of the target.

119.2

119.3   [Reserved Section – Ref. FOI(S)A s.30 and s.33]

M15/120   ANNUAL REPORT TO THE SCOTTISH FUNDING COUNCIL – INSTITUTION-LED QUALITY REVIEW 2014-15 [Paper UE/15/103]

The UE received and considered a draft of the University's report to the Scottish Funding Council on institution-led quality reviews for 2014-15 which had been prepared and approved by the Quality and Standards Committee and which was presented on behalf of the Committee by the Quality Assurance Manager.

The UE noted the contents of the report and, in particular, the following items:

a.   2014-15 had been the second year of the implementation of the Learning and Teaching Strategy and the report highlighted some of the activities that had been undertaken in support of the Strategy;

b.   the University had been particularly effective in improving student engagement and participation and its approach to the representation of research students has been recognised as sector-leading within the UK;

c.   informed by the results of student surveys and following an extensive consultation, a maximum three week turnaround time for feedback on coursework had been approved in May 2015; and

d.   an application for continued accreditation for a further five years had been submitted to the Accreditation Council of Trinidad and Tobago in February 2015 and the outcome of the application was pending.

The UE noted that the report had been considered by the Court at its meeting in June 2015 and that, subject to any amendments required by the UE, would be submitted to the Scottish Funding Council before the end of September 2015. The UE noted that the Scottish Funding Council would subsequently produce a national summary report based on the various institutional reports.

The UE agreed that the Scottish Funding Council's 2014-15 national summary report should, when available, be submitted to the UE for consideration.

The UE noted a minor error in the report of forthcoming reviews as the BSc in Actuarial Science had been attributed to the School of Management and Languages rather than the School of Mathematical and Computer Sciences.

The UE approved the report for onward submission to the Scottish Funding Council and the Chair thanked the Quality Assurance Manager and colleagues for their work in the preparation of the report.

M15/121 STUDENT RECRUITMENT OVERVIEW [Paper UE/15/94]

The UE received and noted a report on student recruitment for 2015-16 as at mid-June 2015 presented by the Director of Planning.

[Reserved Section – Ref. FOI(S)A s.30]

M15/122 TREASURY MANAGEMENT POLICY [Paper UE/15/95]

122.1 The UE received and considered a revised version of the University's Treasury Management Policy which had been prepared and approved by the Finance Committee and which was presented on behalf of the Committee by the Secretary of the University.

The UE noted that the Treasury Management Policy had last been reviewed in 2008 and that it set out the objectives and practices that underpinned the University's treasury management activities. The UE noted that the policy was consistent with recognised good practice including the Chartered Institute of Public Finance and Accountancy's Code of Practice for Treasury Management in the Public Services.

The UE approved the revised Treasury Management Policy subject to minor changes to clarify the separate nature of the financial arrangements for the Edinburgh Business School. The UE agreed that the Joint Head of the Edinburgh School should following the meeting confirm the changes needed and that the amended Treasury Management Policy should then be submitted to the Finance Committee for consideration at its to be held in meeting in September 2015 prior to it being submitted to the Court for approval at its meeting to be held in October 2015.

122.2 Financial Regulations

The UE noted that the University's Financial Regulations were to be revised and that they would be submitted to the Audit and Risk Committee for consideration and approval at its meeting to be held in November 2015.

The UE agreed that the Director of Finance and other colleagues as appropriate should on behalf of the UE consider the revised Financial Regulations in detail before these were considered by the UE and, subsequently, the Audit and Risk Committee.

M15/123 REPORT FROM THE SECRETARY OF THE UNIVERSITY [Paper UE/15/96]

The UE received and noted the May 2015 Secretary's Board Bulletin presented by the Secretary of the University. The UE noted the revised format of the Secretary's Board Bulletin and that this was an example of improvements that could be made to the University's internal communications.

M15/124 REPORT FROM THE CAMPUS SERVICES MANAGEMENT BOARD [Paper UE/15/97]

The UE received and noted a report of a meeting of the Campus Services Management Board held on 10 June 2015 and which was presented on behalf of the Board by the Secretary of the University.

The UE noted that, following approval by the Court of the University's Five Year Financial Plan, work could begin on taking the infrastructure investment priorities that had been identified by the UE at its away day in May 2015 and developing these as defined strategic projects to be phased within the Five Year Financial Plan. The UE noted that only the budget for the first year of the Plan had been given approval by the Court.

The UE agreed that the Acting Principal, the Secretary of the University, the Director of Campus Services, the Director of Finance, and other colleagues as appropriate should use the infrastructure

investment priorities that had been identified by the UE to develop defined strategic projects.

The UE agreed that the Acting Principal should, under the delegated authority of the UE, approve defined strategic projects where these were consistent with the Five Year Financial Plan and the infrastructure investment priorities that had been identified by the UE. The UE agreed that the Acting Principal should consult with the UE regarding any defined strategic projects where these were not consistent with the Five Year Financial Plan – in particular, in relation to any required spend to complete projects or to start projects in 2015-16 which must be contained within the approved budget for that year – or the infrastructure investment priorities that had been identified by the UE.

M15/125   STRATEGIC PROJECTS REGISTER [Paper UE/15/98]

The UE received and noted the Strategic Projects Register as of June 2015 and which was presented by the Secretary of the University.

The UE noted that the Counter Terrorism and Security Act had come into effect from 1 July 2015. The UE noted that the Act had imposed a number of new requirements on universities and that the Director of Governance and Legal Services was preparing a report on these requirements and the ways in which they would be met. The UE noted that this report would be submitted for consideration by the UE at a future date.

M15/126   REPORT FROM THE INTERIM DEPUTY PRINCIPAL (RESEARCH AND KNOWLEDGE EXCHANGE) [Paper UE/15/99]

The UE received and noted a report from the Interim Deputy Principal (Research and Knowledge Exchange). The report included a draft Internal Peer-Review Policy for Research Grant Applications which was presented for the consideration of the UE and which is recorded under M15/128 (128.2).

M15/127   DUBAI AND MALAYSIA CAMPUSES RESEARCH STRATEGY [Paper UE/15/100]

The UE received and considered a draft research strategy for the University's campuses in Dubai and Malaysia which had been prepared and approved by the Research and Knowledge Exchange Board and which was presented on behalf of the Board by the Interim Deputy Principal (Research and Knowledge Exchange).

The UE noted that the strategy was intended to support the development and enhancement of the research culture at the Dubai and Malaysia campuses and to strengthen the research links between these campuses and the Scottish campuses. The UE noted the contents of the strategy and, in particular, the following items:

a.   it was the University's aim to have internationally excellent and locally relevant research being conducted at all of its campuses; however, research capacity would take time to develop at the international campuses and there were concerns that some activities at the international campuses did not constitute "research" as the term was understood in the UK;

b.   the development of research capacity at the international campuses would require strong academic leadership; it was therefore recommended that each School should for each of the international campuses appoint an Associate Director of Research and that each of the international campuses should have a cross-School research committee;

c.   it was recommended that the building of research capacity should be an explicit aim in the recruitment of academic staff for the international campuses and that future appointees should normally have research experience and be appointed to posts comprising both teaching and research duties; it was recommended that start-up funding be provided to new appointees to help meet the initial costs of their research-related activities;

d.   growth in the numbers of research students would boost overall research capacity, but recruitment was likely to be dependent on the availability of funding for studentships; it was recommended that the University consider funding fees-only studentships for research students holding stipend funding from their home government or employer or the creation of graduate teaching assistantships whereby research students would receive a studentship in

return for undertaking teaching/demonstrating duties for the University;

e.   both of the international campuses would need to develop longer-term infrastructure plans which addressed both the space needs and the equipment needs associated with growth in their research capacity; and

f.   new professional support staff resource was likely to be needed at the international campuses to support pre- and post-funding award administration; in the interim it was important that staff within Research and Enterprise Services had an appropriate understanding of local research funding processes in Dubai and Malaysia.

The UE agreed that the development of the draft strategy should be welcomed and that the Interim Deputy Principal (Research and Knowledge Exchange) and the Research and Knowledge Exchange Board should be thanked for their work.

The UE agreed that although it was the University's aim that each of its campuses should support an appropriate level of research capacity, research activities remained nascent at the international campuses. The UE agreed that some degree of selectiveness was likely to be needed and that it would not be the case that there would be the same volume of research activity in each School or across each of the campuses. The UE agreed that the Research and Knowledge Exchange Board should within the strategy give further consideration to:

a.   recognising the need for such selectiveness, without at this time defining those areas where a lower volume of research activity might be appropriate; and

b.   how an institutional scan of possible areas for focus might be undertaken.

The UE noted that in recognition of their different stages of development, the strategy could for the current time focus on research activity at the Dubai campus allowing the Malaysia campus to focus on the development of its offering of taught programmes.

The UE agreed that while levels of research activity might vary between the University's campuses, there should be no variation in expectations or standards with respect to research quality. The UE agreed that:

a.   staff at the international campuses were subject to the same expectations as those at the Scottish campuses with respect to research activity and outputs;

b.   regardless of the location in which it was undertaken, research conducted by members of the University should meet those recognised standards of quality as were in place within the UK; and

c.   the standard of work needed for the award of a research degree would continue to be identical across the University's campuses.

The UE agreed that internal structures should not be allowed to impede the achievement of the University's research aims across its campuses. The UE noted that some concerns had already arisen with respect to the sharing at the international campuses of responsibility for academic staff Performance and Development Reviews between the Heads of Schools and the Heads of Campuses. The UE noted the potential arising from this shared responsibility for staff to face conflicting expectations as to their research activities.

The UE agreed that the Research and Knowledge Exchange Board should within the strategy give further consideration as to where the responsibilities lay for approving and managing the research portfolios of individual members of staff, including the setting of targets and performance management. The UE agreed that in considering where these responsibilities lay, the Research and Knowledge Exchange Board should be guided by the shared responsibilities of Heads of Schools and the Vice-Principals of the international campuses which had been agreed by the UE at its meeting in January 2015 [M15/22].

The UE agreed that the costs associated with the implementation of the recommendations contained in the strategy would need to be built into existing financial plans. The UE noted that new funds would not be available to cover start-up costs for new staff in the way envisaged by the strategy, but that a way should be found by which appropriate, proportionate, and defined costs

might be met where these supported growth in research activity. The UE agreed that the Research and Knowledge Exchange Board should give further consideration to the financial costs that would be associated with the strategy and to the ways in which these might be met from within existing financial plans.

The UE agreed that the Research and Knowledge Exchange Board should be asked to prepare a revised version of the draft strategy in light of the UE's recommendations and that this should be submitted for consideration by the UE at a future date. The UE agreed that the title of the draft strategy should be amended to reflect that the research strategies for the University's international campuses were integral to its global research strategy. The UE agreed that in preparing a revised version of the draft strategy the Research and Knowledge Exchange Board should consult with the Deputy Principal (External Relations) and other colleagues as appropriate.

M15/128 **REPORT OF THE RESEARCH AND KNOWLEDGE EXCHANGE BOARD [Paper UE/15/101]**

128.1 The UE received and considered a report of a meeting of the Research and Knowledge Exchange Board held on 18 June 2015 and which was presented on behalf of the Board by the Interim Deputy Principal (Research and Knowledge Exchange). The UE approved the report for onward presentation to the Senate.

128.2 **Internal Peer-Review Policy**

The UE considered a draft Internal Peer-Review Policy for Research Grant Applications that had been prepared and approved by the Research and Knowledge Exchange Board.

The UE noted that the policy was intended to support improvements in grant application success rates and enable the University to respond to the introduction by the Research Councils of demand management mechanisms. The UE noted that the policy set out general principles and allowed Schools to respond flexibly to discipline-specific issues as well as local opportunities and concerns.

The UE noted that efforts to improve grant application success rates needed to be underpinned by access to timely and accurate management information. The UE noted that the Research Management Administration System would support the provision of such information and enable examples of good practice to be identified and shared.

The UE agreed that the policy should be welcomed and the Research and Knowledge Exchange Board thanked for its work. The UE agreed that the policy could be more difficult to implement in those Schools with a smaller number of established researchers and that the Research and Knowledge Exchange Board should therefore be asked to prepare:

a. a supporting implementation plan to include details as to the ways in which Schools with a smaller number of established researchers could be supported in operating the policy; and

b. a plan and schedule for reviewing the operation and effectiveness of the policy.

The UE agreed that the Research and Knowledge Exchange Board should prepare a final version of the policy together with the supporting implementation and review plans for the UE to consider at its meeting to be held in August 2015.

128.3 **Open Access to Research Publications Poster**

The UE received and noted a poster that had been developed for use within the School of Engineering and Physical Sciences to encourage the deposit of research publications in the University's open access repository, PURE.
The UE noted concerns that research publications were not always deposited in PURE as required under the University's Open Access Policy and that works not deposited within three months of publication would not be eligible for inclusion in the University's next Research Excellence Framework submission.

The UE agreed that Heads of Schools should liaise with their respective Directors of Research to adapt the poster as needed and ensure that it was circulated to all relevant staff with a reminder that research works must be deposited as soon as possible following publication.

128.4 **Preparations for the 2020 Research Excellence Framework Exercise**

The UE noted that it was important that the momentum generated in preparing for the 2014 Research Excellence Framework exercise should be sustained and that, in particular, the focus on research outputs should not be lost.

The UE noted that preparations for the next Research Excellence Framework exercise could be supported by requiring Schools to complete regular reviews of research activity on the model of the University's reviews of academic standards and quality. The UE noted that at an individual level such reviews could be complemented by considering research publication records within the Performance and Development Review process and using these to provide advice on the likely implications with respect to the Research Excellence Framework exercise.

The UE agreed that the Research and Knowledge Exchange Board should prepare an initial plan of activities to support preparations for the next Research Excellence Framework exercise and submit this for consideration and approval by the UE at a future date.

128.5 **Research and Enterprise Services Support**

The UE noted concerns regarding the level of staff resource within Research and Enterprise Services and whether this was sufficient to meet the future needs of the University's researchers and the scale of its research activities, in particular the record number of research grant proposals and awards that were being handled.

The UE noted that there was likely to be limited scope to provide additional staff resource within Research and Enterprise Services and that it would therefore be important to ensure that the existing staff resource, both centrally and in the Schools, was being used as efficiently as possible.

The UE agreed that the Research and Knowledge Exchange Board was the most appropriate forum in which to further consider the support provided by Research and Enterprise Services and, as a starting point, to better understand the support needs of the University's researchers and identify how those needs might best be addressed.

128.6 **Effectiveness of the Research and Knowledge Exchange Board**

 [Reserved Section – Ref. FOI(S)A s.30]

M15/129 **REPORTS FROM THE SCHOOLS**

The UE received and noted verbal reports from those Heads of Schools in attendance at the meeting.

M15/130 **REPORT OF THE LEARNING AND TEACHING BOARD [Paper UE/15/102]**

130.1 The UE received and considered a report of a meeting of the Learning and Teaching Board held on 10 June 2015 and which was presented on behalf of the Board by the Acting Principal. The UE approved the report for onward presentation to the Senate.

130.2 **General Honours Degree Programme**

The UE noted that the Learning and Teaching Board had considered the possible advantages of introducing a general Honours degree programme and had noted that existing Combined Studies programmes could provide a regulatory model for this, albeit that the regulations were too complex to support the delivery of multi-location programmes.

The UE noted the attractiveness to many students of Combined Studies programmes and the need to ensure that the development of a general Honours degree programme did not compromise the value of the current Combined Studies route.

The UE agreed that Heads of Schools should liaise with their respective Directors of Learning and

Teaching to ensure that any specific comments and concerns regarding the possible introduction of a general Honours degree programme were reported to the Learning and Teaching Board.

130.3 **Integrated Learning Skills Service**

The UE noted that the Learning and Teaching Board had considered the development of an integrated learning skills service for students and suggestions that this should include a Maths Clinic and Writing Centre.

The UE agreed that the Learning and Teaching Board should additionally consider the possible links between such a service and the University's academic English language programmes for international students. The UE agreed that Heads of Schools should liaise with their respective Directors of Learning and Teaching to ensure that any specific comments and concerns regarding the development of an integrated learning skills service were reported to the Learning and Teaching Board.

M15/131 **REPORT FROM THE DEPUTY PRINCIPAL (EXTERNAL RELATIONS)**

131.1 The UE received and noted a verbal report from the Deputy Principal (External Relations).

131.2 **Teaching Excellence Framework**

The UE noted that on 1 July 2015 the UK Minister for Universities and Science had used a speech to Universities UK to announce the UK Government's intention to introduce a Teaching Excellence Framework equivalent to the Research Excellence Framework.

131.3 **Workload Allocation Policy and Athena SWAN**

The UE noted that the success of future applications for Athena SWAN accreditation would require the adoption of an institutional policy on workload allocation and the inclusion in applications of a statement on the principles behind this.

The UE agreed that the Athena SWAN Strategy Committee should prepare a draft workload allocation policy for consideration by the Heads of Schools and subsequent consideration and approval by the UE.

M15/132 **REVIEW OF THE SCHOOL OF LIFE SCIENCES**

The UE received and noted a verbal report from the Deputy Principal (External Relations) on the University's review of the School of Life Sciences.

The UE noted that an initial report on the findings of the review was in preparation and would be submitted for consideration by the UE in the near future.

M15/133 **UPDATE REPORT ON WEST LONDON COLLEGE [Paper UE/15105]**

The UE received and noted a report from the Deputy Principal (External Relations) on the University's partnership with West London College, including the history of the partnership and the University's responsibilities in relation to West London College.

The UE noted that the Deputy Principal (External Relations) had held discussions with UK Visas and Immigration on changes in the requirements for sponsors of holders of Tier 4 (Student) visas.

[Reserved Section – Ref. FOI(S)A s.30]

M15/134 **REPORT FROM THE INTERNATIONAL STRATEGY BOARD AND THE LEARNING AND TEACHING BOARD [Paper UE/15/106]**

The UE received and noted a report of a joint meeting of the International Strategy Board and the Learning and Teaching Board held on 16 June 2015 and which was presented on behalf of the Boards by the Deputy Principal (External Relations).

The UE noted that the International Strategy Board and the Learning and Teaching Board had agreed to establish two sub-groups to consider:

a.   the financial performance of the University's Approved Learning Partners; and

b.   academic staff development needs and delivery across all modes of learning provision.

M15/135   INTERNAL AUDIT PLAN 2015-19 [Paper UE/15/107]

The UE received and noted a report from the Internal Auditors setting out the University's internal audit plans and which was presented by the Secretary of the University.

The UE noted that the report set out the internal audit plan for the 2015-16 academic year together with indicative plans to 2018-19 which remained subject to change.

The UE noted that the purpose of the internal audit was to examine the University's processes rather than to measure achievement of its strategic aims. The UE noted that internal audits were not intended to duplicate existing academic quality assurance mechanisms and that the descriptions of the audit subjects were indicative and referenced descriptions used in the institutional risk register. The UE noted that draft terms of reference for audits would be circulated as a matter of course.

M15/136   GLOBAL STUDENT LIAISON COMMITTEE TERMS OF REFERENCE [Paper UE/15/108]

The UE received and noted the terms of reference of the Global Student Liaison Committee which had been approved by the Court in June 2015 and which were presented on behalf of the Court by the Secretary of the University.

The UE noted that the Global Student Liaison Committee had been established as a committee of the Court to provide assurance as to the quality of the student experience as part of the Court's responsibility for oversight of the University's activities. The UE noted concerns expressed by some members that the Global Student Liaison Committee's activities could be perceived to infringe on matters that properly fell within the purview of the Senate and its committees and that it was unclear if it had been intended that the remit of the Committee would be limited to non-academic aspects of the student experience.

The UE agreed that the Deputy Principal (Learning and Teaching), the Head of the School of Mathematics and Computer Science, and the Secretary of the University should together consider the concerns that had been noted and, in advance of the first meeting of the Senate in the 2015-16 academic year, clarify how the work of the Global Student Liaison Committee would relate to the work of the Senate and its committees.

M15/137   DATE OF NEXT MEETING

The UE noted that its next meeting would be held on 27 August 2015.

Signed ……………………………………………….

Date ……………………………………………….