

**THE UNIVERSITY EXECUTIVE**

**Approved Minutes of the meeting held on 10 November 2015**

**Present:**

Prof RA Williams, Principal (Chair)  
Prof J Jones, Vice-Principal  
Prof R Craik, Vice-Principal (Malaysia)\*  
Prof A Kaka, Vice-Principal (Dubai)\*  
Prof D Hand, Deputy Principal (Research & Knowledge Exchange)  
Prof G Hogg, Deputy Principal (External Relations)  
Prof J Sawkins, Deputy Principal (Learning & Teaching)

Prof G Gibson, Head, Mathematical & Computer Sciences  
Mr A Kitchin, Joint Head, Edinburgh Business School  
Prof R MacIntosh, Head, Management & Languages  
Prof S McLaughlin, Head, Engineering & Physical Sciences  
Prof P Morris, Acting Head, Life Sciences  
Prof F Waldron, Head, Textiles & Design  
Ms AM Dalton, Secretary of the University  
Mr A Menzies, Director, Finance

**In Attendance:**

Mr R McGookin, Director, Planning  
Ms N Boyle, Assistant Principal (Development) [for M15/207]  
Mr M Deans, Director, Estates & Campus Services [for M15/208]  
Ms S Collier, Director, Governance & Legal Services [for M15/209]

Ms R Moir, Assistant Principal (International Development) [for M15/210]  
Mr M Spence, Director, Marketing & Communications [for M15/214]  
Mr B Dodgson, Officer, The Secretariat (Clerk)

**Apologies:**

Prof G Pender, Head, Energy, Geoscience, Infrastructure, & Society

\* Indicates member participating remotely.

**M15/202 WELCOME AND ANNOUNCEMENTS**

The Chair welcomed to the meeting the members of the UE and those colleagues who were in attendance.

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

**M15/203 MINUTES OF THE LAST MEETING**

The UE considered the minutes of its meetings held on 24 September 2015 and 22 October 2015 and approved them as a correct record.

**M15/204 MATTERS ARISING FROM THE MINUTES AND ACTIONS LOG**

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

The UE agreed that there were a number of outstanding items on the actions log and that the Chair and Clerk should seek advice from the members responsible as to the current status of those items.

**M15/205 REPORT OF THE FIRST LEADERSHIP FORUM**

The UE considered a report on some of the issues that had been raised by participants at the first Leadership Forum held in October 2015.

The Principal thanked colleagues for their feedback on the event and noted that the feedback suggested that the format of the Forum had worked well. The UE noted that the School Directors of Administration had particularly welcomed the opportunity to work with other University leaders.

The Principal noted the areas of overlap between the issues that had been raised at the Forum and some of the “stubborn” issues that had been identified by the UE at its meeting in October 2015 –

such as the need to set ambitious targets, consider creative approaches to growth, support collaborations between Schools and professional services, improve IT and other systems, be consistent in policies and practices, and for leaders to deliver change when it is within their remit. The Principal noted that other issues which might have been included were moving from good to great; performance, effectiveness, and efficiency; the difficulties in quantifying ambitions; and leadership capacity and the ability to deliver change.

The UE agreed that it was important to take these issues forward and identify where actions could be taken. The UE agreed that these issues could form the subject of discussions at future Forums. The UE noted that one of the purposes of the Forums was to capture latent leadership capacity within the University, to build leadership capacity, and to involve all leaders in the delivery of change. The UE agreed that as a reflection of this there would be an expectation that University leaders would all be involved in the delivery of at least one project or initiative which fell outside of their own remit.

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

#### **M15/206 BUSINESS REPORTED BY THE CHAIR**

The UE received a report from the Principal and noted that:

1. the Principal had visited the Orkney campus, seen something of its local economic impact, and discussed the development of plans to make more use of the campus;
2. summary reports of the October 2015 meetings of the Senate and the Court had been published on the University's website and further reports would be published following each meeting of these bodies to help raise the profile of their work; Heads of Schools and Campuses were asked to notify the Principal of any significant news stories which could be reported to the Court and the Senate to keep them informed of activities and achievements across the University;
3. a selection committee appointed by the Senate had recommended that Professor Beatrice Pelloni, currently of the University of Reading, should be appointed to the position of Head of the School of Mathematical and Computer Sciences; the UE noted that there had been a strong shortlist for the position and thanked Professor Gibson for supporting the selection process;
4. the Lord Provost of Edinburgh had invited nominations for the annual Edinburgh Awards and details would be circulated to members; and
5. graduation ceremonies would be taking place at the Edinburgh campus on 19 and 20 November 2015.

#### **M15/207 THE UNIVERSITY EXECUTIVE: MEETING FORMAT**

The UE considered proposals for changes to the format of its meetings to better enable it to take forward strategic initiatives.

The UE agreed that there should be changes to the frequency and duration of its meetings, the size and composition of its agendas, and the quality of the papers and reports that it received. The UE agreed that such changes would support a step-change in how the University's leaders worked together.

The UE agreed that, from December 2015, it should:

1. meet weekly on Mondays from 08:30 with meetings normally lasting no more than two hours;
2. have two meetings each month for regular business, one meeting each month with a focus on strategic developments, and one meeting each month with a focus on performance;
3. receive papers that were more concise and more effectively structured; there should be one meeting each month at which no papers were presented and papers would be required to be

submitted at least one week before the meeting for initial review by the Principal, Vice-Principal, and the Secretary of the University; and

4. receive minutes of its meetings that were as concise as possible and had a focus on actions and decisions arising from the UE's discussions.

The UE agreed that the Heads of Schools would have a standing invitation to propose agenda items but would no longer provide a verbal report at each meeting.

#### **M15/208 ENDOWMENT FUNDS UTILISATION**

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

The UE agreed that, with respect to inter-campus student mobility activities, consideration should be given to:

1. the process by which funding recipients would be identified; the UE agreed that, at a future stage, this might involve a focus on enabling participation by students from SIMD-40 domiciles;
2. encouraging transfers from the UK campuses to the international campuses to balance the typically higher levels of demand for transfers to the UK; the UE agreed that there could be a focus on encouraging transfers to the international campuses; and
3. the need for a coherent offering of studentships and other funding awards; the UE noted that the Scholarships Manager was looking at ways to achieve this.

#### **M15/209 CAMPUS DEVELOPMENTS: PROPOSED HOTEL DEVELOPMENT**

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

#### **M15/210 COUNTER-TERRORISM AND SECURITY ACT: IMPLEMENTATION REPORT**

The UE considered a presentation on the Counter-Terrorism and Security Act and its implementation within the University. The UE noted that:

1. the University would fulfil its obligations under the Act and would take a measured, proportionate, and risk-based approach to implementation;
2. under the Act the University was required to have a due regard to the need to prevent people from being drawn into terrorism – but that this did not negate the need for it to have a particular regard to ensuring academic freedom and freedom of speech;
3. there were a number of key duties and areas for action arising from the implementation of the Act's requirements
  - a. external speakers and events – the University was developing its policies in these areas; it was intended that policies should be proportionate and allow concerns regarding external speakers/events to be addressed without disruption to regular University activities;
  - b. leadership – the University had established a Prevent Working Group and was also participating in the Scottish universities Prevent network;
  - c. staff training – a four-tier approach to training was planned: all staff would complete an online course to raise general awareness and there would then be more detailed training for specific categories of staff; the launch of the new training programme was planned for 2016;

- d. information sharing – Police Scotland was preparing protocols for the sharing of information between universities and the police;
  - e. safety online – existing policies on the use of University computing services would be updated to reflect the Act and new policies would be developed with respect to research relating to extremism;
  - f. welfare – the University was developing policies on faith-related activities and resources and was also discussing relevant matters with local faith organisations;
  - g. student unions – the Heriot-Watt University Student Union had expressed its opposition to the Prevent guidance and had indicated its wish to have its own policy on external speakers; the UE noted that the University’s responsibility for fulfilment of the Act’s requirements extended to activities and events on the Student Union’s premises – the University would continue to discuss with the Student Union the concerns that had been raised, but would retain the final say in respect of relevant legal requirements; and
4. the new and revised policies would clarify staff responsibilities with respect to the implementation of the Act’s requirements but that the Secretary of the University and the Prevent Working Group could assist with any questions in the interim.

The UE noted that it was intended that an internal audit of the University’s implementation of the Act’s requirements would be undertaken in the 2016-17 academic year.

The UE noted that the Act’s requirements applied only to the University’s UK operations, but that the opportunity would be taken where appropriate to implement a consistent approach across the University’s campuses. The UE noted that, following the development of the University’s own policies and procedures, the Director of Governance and Legal Services would discuss coordination of approach with respect to UK sites shared with other education providers.

The UE agreed that it should receive a further report on implementation later in the 2015-16 academic year. The UE agreed that the Director of Governance and Legal Services should prepare guidance notes for staff on the Act’s requirements and that these should be disseminated from the Heads of Schools.

**M15/211 MALAYSIA CAMPUS STRATEGIC DEVELOPMENT: UPDATE REPORT**

The UE considered a report on the strategic development of the Malaysia campus.

The UE noted that the Malaysia Transitional Management Group would come to the end of its approved lifespan in December 2015 and that it was proposed that it should be replaced by a new Malaysia Campus Development Group to be chaired by the Principal. The UE noted that the Group would take forward actions to support the strategic development of the Malaysia campus.

The UE approved the establishment of the Group and its terms of reference for the 2015-16 academic year.

The UE noted that the Group was developing a number of initiatives to support growth in student numbers at the Malaysia campus; these were intended to be significant initiatives designed to support long-term growth and performance that was in line with student number and financial targets.

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

**M15/212 FIVE YEAR PLAN: UPDATE REPORT**

The UE considered a report on the University’s current financial planning round and the impact on this of changed financial conditions.

- 1. **[Reserved Section – Ref. FOI(S)A, s.30 and s.33]**

**M15/213 ANNUAL REPORTS AND FINANCIAL STATEMENTS TO 31 JULY 2015**

The UE considered the draft annual financial reports and statements for the year ending 31 July 2015.

The UE noted that some sections of the financial reports were incomplete and that these would be inserted before a final version was presented to the Court in December 2015 for approval.

The UE noted that the University's external auditors had reviewed the draft annual financial reports and statements and had indicated that the final version would be deemed to have been prepared in accordance with applicable requirements.

The UE noted that the annual financial reports and statements were consistent with the management accounts which the UE had considered in September 2015 [M15/171] and the financial key performance indicator data which the UE had considered in October 2015 [M15/196].

The UE approved the annual financial reports and statements subject to the insertion of those sections which were incomplete and endorsed them for onward presentation to the Finance Committee and then subsequently to the Audit and Risk Committee and the Court.

The UE agreed that from 2016 members should, as part of the process of preparing the annual financial reports and statements, have the opportunity to review and comment on the associated commentary before the draft was presented to the UE for approval.

**M15/214 RISKS AND PROJECTS REGISTERS**

The UE noted the:

1. strategic risk register as of October 2015;
2. international risk register as of October 2015;
3. Schools and services risk register as of October 2015; and
4. strategic projects register as of November 2015.

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

**M15/215 UNIVERSITY BRAND**

The UE considered a revised version of the brand personality statement together with a simplified version of the University logo.

The UE approved the revised version of the personality statement subject to a number of minor amendments agreed at the meeting.

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

**M15/216 REGIUS PROFESSORSHIPS**

The UE received a report on the competition announced by the UK government to award up to 12 regius professorships in 2016.

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

The UE noted that the deadline for receipt of submissions was 14 December 2015. The UE agreed that the Acting Deputy Principal (Research and Knowledge Exchange) and the Head of the School of Engineering and Physical Sciences should develop the submission and that this should then be reviewed by the Principal and Vice-Principal.

**M15/217 CHAIR OF THE EDINBURGH BUSINESS SCHOOL**

The UE noted that the Court Emergency Committee, on behalf of the Court, had appointed a new Chair of the Edinburgh Business School following the receipt of notice from the current Chair that they intended to demit office. The UE noted that the new appointment would be announced in the near future.

The UE agreed that it was an important transitional moment for the Edinburgh Business School and that the UE should work with the School to facilitate the change of Chair and to help the School move forward.

**M15/218 SCHOOL OF LIFE SCIENCES REORGANISATION: UPDATE REPORT**

The UE considered a report on plans to reorganise the academic activities of the School of Life Sciences.

The UE noted that:

1. in October 2015 the Senate had agreed in principle to the reorganisation of the School's academic activities and that it had agreed to make a final decision in December 2015;
2. following a meeting of the Combined Joint Negotiating Consultation Committee held in November 2015 it had been agreed that the making of a final decision should be deferred until January 2016 to allow additional time for consultation; the Senate would be presented with an update report at its meeting in December 2015;
3. the consultation process was being led by a steering group with two working groups considering options with respect to the teaching and research activities of the School's life sciences department; the working groups would report to the steering group which would in turn present its recommendations to the UE before their onward presentation to the Senate;
4. a separate working group had been established to consider options with respect to the School's professional services staff; these options would to a large extent reflect the outcomes of the reorganisation of the School's academic activities; this working group would also report to the steering group which would in turn present recommendations to the UE for approval;
5. separate discussions were underway with the School of Management and Languages with respect to the teaching and research activities of the School's psychology department; and
6. the ongoing consultation process did not affect the ability of School staff to seek promotion in the forthcoming academic promotions round.

The UE agreed that it was important that the consultation process should be transparent and that the agreed reporting lines should be reflected in the terms of reference for the working groups and the steering group. The UE noted that Heads of Schools, or their nominees, were invited to join the working groups and that the Director of Human Resources Development and the Director of Marketing and Communications would support the working groups as needed.

The UE agreed that the focus for the working groups should be the location and alignment of academic activities rather than the location of individual members of staff. The UE agreed that there should be a clear academic and financial basis for the recommendations arising from the consultation process and that it was important that it should be possible to demonstrate the efficacy of the reorganisation.

The UE agreed that Schools should not be seen to be proposing the moves of individual staff or groups outside of the agreed consultation process, but that it was recognised that staff from the School of Life Sciences may wish to discuss opportunities in other Schools. The UE agreed that this was more appropriate with respect to research activities than with respect to teaching activities and noted that staff based at the Orkney campus had already expressed an opinion as to how the International Centre for Island Technology might be reorganised within another School. The UE

agreed that any recommendation on the International Centre for Island Technology should reflect the need to embed it within a larger research institute.

The UE agreed that communications relating to the reorganisation process had improved and that staff from the School had appreciated the communications being provided. The UE noted that the Deputy Principal (External Relations) would be presenting a podcast for students to help them stay informed of developments. The UE agreed that staff from the School should be provided with the paper proposing the reorganisation which had been considered by the Senate at its meeting in October 2015.

The UE agreed that, following a decision by the Senate, the reorganisation of the School's activities should be categorised as a defined project and managed in accordance with the University's project management protocols.

**M15/219 LEARNING AND TEACHING BOARD**

The UE noted the minutes of the Board's meeting held on 21 October 2015.

Arising from minute 110.8, the UE noted that work to develop a new tool to support the personal and professional development of students would be coordinated by the Academic Registrar.

**M15/220 UK GOVERNMENT GREEN PAPER: TEACHING EXCELLENCE, SOCIAL MOBILITY, AND STUDENT CHOICE**

The UE noted the publication in November 2015 of the UK government's green paper on higher education.

The UE noted that the green paper proposed a number of very significant changes with respect to quality assurance and teaching excellence, quality-related research funding, degree classifications, and the market entry of new higher education providers.

The UE agreed that the enactment of the proposals contained in the green paper would have significant consequences for Scottish universities. The UE agreed that the green paper should be considered in more detail by the Learning and Teaching Board and that the Board should report to the UE on any further developments relating to the green paper, in particular where these might influence proposals for innovations in pedagogy and a step-change in teaching support.

**M15/221 RESEARCH AND KNOWLEDGE EXCHANGE BOARD**

The UE noted the minutes of the Board's meeting held on 8 October 2015 and the analysis of research proposals and awards as of September 2015.

The UE noted that there continued to be technical difficulties in providing legacy data within the analyses but that it was expected these difficulties would be resolved in the near future.

The UE agreed that it should continue to receive monthly analyses of research proposals and awards. The UE agreed that it should consider School and University level data and make recommendations as appropriate on actions to be taken by Schools in order to achieve the University's strategic aims with respect to research intensification.

**M15/222 ATHENA SWAN: APPLICATIONS UPDATE**

The UE noted that:

1. the School of Energy, Geoscience, Infrastructure, and Society and the School of Engineering and Physical Sciences would in December 2015 submit applications for bronze award status and that it was expected that the results would be announced in spring 2016;

2. the School of Management and Languages would in spring 2016 submit an application for silver award status and that it was expected that the result would be announced in autumn 2016; and
3. there had been difficulties in retrieving the staff data needed for Athena SWAN applications and these issues had been raised with the Director of Human Resources Development.

**M15/223 SECRETARY'S BOARD**

The UE noted the minutes of the Board's meeting held on 7 October 2015 and the October 2015 Secretary's Board Bulletin.

**M15/224 CAMPUS SERVICES MANAGEMENT BOARD**

The UE noted the minutes of the Board's meeting held on 5 October 2015.

Arising from minute 15/48, the UE noted that the Board had considered an initial report on the estates requirements associated with the longer-term strategy of the Student Union. The UE noted that the Board would consider these requirements further over the 2015-16 academic year.

**M15/225 RISK AND STRATEGIC PROJECTS MANAGEMENT GROUP**

The UE noted the minutes of the Board's meeting held on 5 October 2015.

**M15/226 SCHOOL MANAGEMENT BOARDS**

The UE considered a report on a request from the Universities and Colleges Union for trades union representatives to be invited to meetings of School of Management and Languages' Management Board.

The UE agreed that the Combined Joint Negotiating Consultation Committee should continue to be the recognised forum for discussions between the University and representatives of the recognised trades unions and that it would not therefore be appropriate to have trades union representatives in attendance at meetings of the School Management Boards. The UE agreed that staff were represented at the meetings of the School Management Boards by the various heads of departments and that there was no need for additional staff representation. The UE agreed that the Head of the School of Management and Languages should, on behalf of the UE, respond accordingly to the Universities and Colleges Union.

The UE agreed that these should be a consistent approach across the Schools to the operation of staff forums. The UE agreed that the Director of Human Resources Development should be asked to consider current practices with respect to staff forums, ways in which staff could be encouraged to engage with staff forums, and ways to facilitate dissemination of staff forum discussions.

**M15/227 THE COURT: MEETING AGENDAS**

The UE noted that, to facilitate information sharing and coordination in work plans, it would from November 2015 be given the opportunity to review and comment on the agendas for meetings of the Court in advance of the agendas being circulated to members of the Court.

The UE noted that from 2016 it was intended that a similar arrangement would also apply in respect of the agendas for meetings of the Senate.

**M15/228 THE UNIVERSITY EXECUTIVE: TERMS OF REFERENCE**

The UE considered its terms of reference for the 2015-16 academic year.

The UE approved the terms of reference as a correct statement of its purpose. The UE agreed that the terms of reference should be amended to reflect the changes to its meeting format [M15/207] and that the requirement to set meeting dates two years ahead might need to be reviewed.

**M15/229      COLLECTIONS COMMITTEE: ANNUAL REPORT AND TERMS OF REFERENCE**

The UE noted the Committee's annual report for the 2014-15 academic year and endorsed its onward presentation to the Finance Committee.

The UE approved the Committee's terms of reference for the 2015-16 academic year as a correct statement of its purpose and endorsed their onward presentation to the Finance Committee.

**M15/230      COMPLAINTS: ANNUAL REPORT**

The UE noted the annual complaints report for the 2014-15 academic year and endorsed its onward presentation to the Court.

**M15/231      INTERNAL AUDIT REVIEW REPORTS**

The UE noted the internal audit review reports on cyber-security and on bribery and fraud.

**M15/232      INTERNAL AUDIT RECOMMENDATIONS REPORT**

The UE noted an internal audit recommendations report on attack and penetration testing.

**M15/233      CONSULTATIONS AND PUBLICATIONS LOG**

The UE noted the consultations and publications log as of November 2015.

**M15/234      DATE OF NEXT MEETING**

The UE noted that its next meeting would be held on 7 December 2015.

Signed .....

Date .....