

**THE UNIVERSITY EXECUTIVE**

Minutes: 30 May 2016

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- In the Chair: Professor Richard A Williams, Principal and Vice-Chancellor
- Present Also: Professor Julian Jones, Vice-Principal  
Professor Robert Craik, Vice-Principal (Malaysia)\*  
Professor Ammar Kaka, Vice-Principal (Dubai)\*  
Professor Duncan Hand, Interim Deputy Principal (Research and Knowledge Exchange)  
Professor Gill Hogg, Deputy Principal (External Relations)  
Professor John Sawkins, Deputy Principal (Learning and Teaching)  
Mr Alick Kitchin, Acting Head (Edinburgh Business School)  
Professor Robert MacIntosh, Head (Management and Languages)  
Professor Stephen McLaughlin, Head (Engineering and Physical Sciences)  
Dr Peter Morris, Interim Head (Life Sciences)  
Professor Gareth Pender, Head (Energy, Geoscience, Infrastructure, and Society)  
Professor Fiona Waldron, Head (Textiles and Design)  
Mr Andrew Menzies, Director of Finance  
Mr Richard McGookin, Director of Planning
- In Attendance: Professor Gavin Gibson (Mathematical and Computer Science)  
Ms Sue Collier, Director (Governance and Legal Services)  
Mr Malcolm Deans, Director (Campus Services)  
Mr Brett Dodgson, Clerk
- Apologies: Professor Beatrice Pelloni, Head (Mathematical and Computer Sciences)  
Ms Ann Marie Dalton, Secretary of the University

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\* Indicates member participating remotely

**MINUTE REF**

**M16/198 WELCOME AND ANNOUNCEMENTS**

The UE noted that the Principal would be joining the meeting later and that the Vice-Principal would therefore act as Chair until the arrival of the Principal.

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

**M16/199 MINUTES OF THE LAST MEETING [Paper: UE/16/124]**

The UE received the minutes of the meeting held 16 May 2016 and approved them as a correct record.

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

[Clerk’s Note: The minutes of the meetings held 25 April 2016 and 2 May 2016 had been circulated for approval by correspondence; the minutes of these meetings were approved 23 May 2016].

**M16/200 ACTIONS LOG AND FORWARD AGENDA [Paper: UE/16/125]**

The UE received the actions log as at 23 May 2016 and the forward agenda to 12 September 2016.

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**M16/201 INTERNAL AUDIT REPORT: BRAND AND REPUTATION MANAGEMENT – UNDERGRADUATE RECRUITMENT [Paper: UE/16/127]**

The UE considered the scope of the audit, its findings, and the management actions arising from these. The UE approved the recommended management actions.

**M16/202 INTERNAL AUDIT REPORT: BUDGETARY CONTROLS [Paper: UE/16/128]**

The UE considered the scope of the audit, its findings, and the management actions arising from these. The UE approved the recommended management actions.

It was noted that arising from the audit it had been recommended that a mechanism should be established to facilitate the sharing of good practice across Schools and support the effectiveness of their budget setting processes and analysis of key budget inputs. It was agreed that the Vice-Principal should lead initial discussions with the Heads of Schools as to the form such a mechanism might take. The Vice-Principal had also identified issues relating to pre- and post-research award financial reporting and would, with the Director of Research and Enterprise Services and the Director of Finance, consider possible enhancements.

**M16/203 INTERNAL AUDIT REPORT: EXPENSES CONTROLS [Paper: UE/16/129]**

The UE considered the scope of the audit, its findings, and the management actions arising from these. The UE approved the recommended management actions.

**M16/204 STRATEGIC PROJECTS REGISTER [Paper: UE/16/130]**

The UE received the Strategic Projects Register as at May 2016.

The UE noted the status of the strategic projects and changes to the Register since it had last been presented to the UE [minute 16/162]. It was noted that the University procurement strategy and policy had been added to the project proposals pipeline and that these would be presented for consideration at the next meeting of the UE.

**M16/205 INFRASTRUCTURE CAPITAL INVESTMENT OPTIONS [Paper: UE/16/131]**

The UE considered options for capital investment in the Edinburgh campus.

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

**M16/206 DRAFT FIVE YEAR FINANCIAL PLAN 2016-21 [Paper: UE/16/132]**

The UE considered the draft Five Year Financial Plan for the period 2016-21.

It was noted that the draft Plan:

1. was consistent with the outline report on the draft Plan which had been considered and endorsed by the UE and, subsequently, the Court in May 2016;
2. would support the achievement of the University's strategic objectives as specified in the 2013-18 Strategic Plan by means of substantial investments in new academic staff and the physical environment of the Edinburgh campus necessary to deliver research intensification and growth in student numbers;

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3. was ambitious, and accordingly involved a degree of uncertainty and risk; however, explicit contingency, discretionary elements, and a series of opportunities to constrain capital expenditure would give sufficient resilience to deal with most credible future situations, whilst sufficient investment funds would be provided to support a strong programme of growth; and
4. would be subject to some further updates in advance of the final version being presented to the Court for approval in June 2016.

It was agreed that observations contained in the draft Plan concerning the Malaysia campus did not require any further clarification; it was agreed that observations concerning the Edinburgh Business School and the Baku Higher Oil School should be clarified. Subject to these clarifications, the UE agreed that the draft Five Year Financial Plan 2016-21 should be presented to the Finance Committee and that the Finance Committee should be invited to endorse the presentation of the Plan to the Court for approval.

### **M16/207 REPORT FROM THE CHAIR**

In a verbal report the Principal and Chair noted that a summary report of the University Leadership Forum held 20 May 2016 would be circulated to members and that comments on this would be welcomed. A report on actions arising from the UE Strategy Day held 10 May 2016 would be presented for consideration at the next meeting of the UE.

It was noted that offers of appointment for the positions of Deputy Vice-Principal (Dubai) and Deputy Vice-Principal (Malaysia) were expected to be made shortly. Interviews would be held in June 2016 for the positions of Deputy Principal (Research and Innovation) and Deputy Principal (Enterprise and Business) and longlisting was underway for the position of Chair of the Edinburgh Business School.

The Principal drew attention to the additional meeting of the Senate which would be held 1 June 2016. It was noted that the purpose of the meeting was to discuss feedback received through the Thinking About Our Future open meetings. The format of the meeting was intended to facilitate group discussions on how the character and distinctive features of a Heriot-Watt education should be developed to suit the aspirations of the University's global student base and what might need to change to make that happen. It was noted that the Learning and Teaching Board had in recent meetings considered a number of matters which could form the basis of future Senate discussions.

Finally, it was noted that the Principal's Garden Party would take place at the Edinburgh campus 4 June 2016 and that the Principal looked forward to seeing there staff and their families.

### **M16/208 THE COURT: DRAFT AGENDA 27 JUNE 2016 [Paper: UE/16/133]**

The UE received the draft agenda for the meeting of the Court to be held 27 June 2016.

It was noted that any questions or comments regarding the draft agenda could be submitted to the Clerk to the Court by 12:00 (UK time) 2 June 2016.

### **M16/209 LEARNING AND TEACHING BOARD [Paper: UE/16/134]**

The UE received the minutes of the meeting held 11 May 2016 including the Board's terms of reference as amended for the 2016-17 academic year.

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

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The UE approved the Board's terms of reference as amended. It was noted that the membership of the Board could in the future be expanded to include the Deputy Vice-Principal (Dubai) and Deputy Vice-Principal (Malaysia).

**M16/210      DATE OF NEXT MEETING**

The UE noted that its next meeting would be a performance/business meeting and would be held 6 June 2016.

Signed by Chair .....

Date .....