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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)  
Professor Stephen McLaughlin, Head (Engineering and Physical Sciences)  
Dr Peter Morris, Interim Head (Life Sciences)  
Professor Beatrice Pelloni, Head (Mathematics and Computer Sciences)  
Professor Gareth Pender, Head (Energy, Geoscience, Infrastructure, and Society)  
Professor Fiona Waldron, Head (Textiles and Design)  
Ms Ann Marie Dalton, Secretary of the University  
Mr Andrew Menzies, Director of Finance
- In Attendance: Mr Richard McGookin, Director of Planning  
Mr Anthony Newjem, Chief Procurement Officer  
Mr Brett Dodgson, Clerk
- Apologies: Mr Alick Kitchin, Acting Head (Edinburgh Business School)  
Professor Robert MacIntosh, Head (Management and Languages)

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\* Indicates member participating remotely

**MINUTE REF**  
**M16/211**

**WELCOME AND ANNOUNCEMENTS**

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

**M16/212**      **MINUTES OF THE LAST MEETING [Papers: UE/16/135 and UE/16/136]**

The UE received the minutes of the meetings held 23 May 2016 and 30 May 2016 and approved them as a correct record. There were no matters arising from the minutes that were not already on the agenda as circulated.

**M16/213**      **ACTIONS LOG AND FORWARD AGENDA [Paper: UE/16/137]**

The UE received the actions log as at 30 May 2016 and the forward agenda to 19 September 2016.

**M16/214**      **REPORT FROM THE CHAIR**

In a verbal report the Principal and Chair noted that the garden party held 4 June 2016 had been very successful and that it had been pleasing that so many colleagues and their families had attended. It was noted that the Principal would review feedback received and consider whether similar events might be hosted on other significant occasions. The Principal expressed his thanks to all colleagues who had helped with the garden party, in particular colleagues from Estates Services, Campus Services, and Marketing and Communication.

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It was noted that the Principal, with the Principals of other Scottish higher education institutions, would be attending a meeting to be hosted by Universities Scotland on how the sector could work with the Scottish Government over the coming parliamentary session. It was noted that the Principal would circulate to members by email a report of that meeting.

### **M16/215      ACADEMIC STAFF DEVELOPMENT REVIEW [Paper: UE/16/139]**

The UE considered the rationale and proposed terms of reference for a review of the University's academic staff development provision.

It was noted that:

1. the objectives for the review were to evaluate current academic staff development provision across the University and to undertake a needs analysis to determine how academic staff development provision could be more closely aligned with the University's overall strategic aims – in particular, research intensification and enhancing the student experience;
2. the first stage of the review would be a needs analysis for each School and for the Dubai and Malaysia campuses and this would then inform the other work streams which would comprise the review: support for learning and teaching; support for research; the research student lifecycle; and resourcing the Centre for Academic Leadership and Development;
3. the proposed scope of each work stream was not definitive and these could develop over the course of the review; and
4. the review would be completed by August 2016 and recommendations arising from the review would be presented to the UE in September 2016.

The UE endorsed the rationale and proposed terms of reference for the review subject to the inclusion of references to the development of academic leadership capacity and supporting a step-change in teaching innovation. It was agreed that the recommendations arising from the review should be presented to the UE in September 2016.

### **M16/216      UNIVERSITY EXECUTIVE STRATEGY DAY: ACTIONS ARISING [Paper: UE/16/138]**

The UE considered a report of the actions arising from the UE strategy day held 10 May 2016.

The UE endorsed the proposed actions and the suggested plan for prioritising these. It was agreed that, in addition to the actions identified, there was a need to consider whether the University's internal processes and systems were able to deliver change quickly when needed. It was agreed that the Principal and the Secretary of the University should, on the basis of the agreed actions and prioritisation, develop a register of UE projects and that this should be presented to the UE for approval. Members were invited to submit to the Principal any further feedback on the agreed actions and express an interest in any specific projects in which they would like to be involved. It was noted that, once agreed, there would be a need to communicate the nature of the agreed projects more broadly and that these might be framed in relation to the development of the University's next Strategic Plan.

The approval of new degree programmes was identified as a process where a risk-based approach could facilitate quicker decision making. It was agreed that the Principal, the Vice-Principal, and the Secretary of the University should consider the effectiveness of the current programme approval process.

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### **M16/217      MANAGEMENT ACCOUNTS [Paper: UE/16/140]**

The UE considered the Group management accounts as at April 2016.

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

It was agreed that the fourth quarter management accounts and the year end financial summary should be presented to the UE in August 2016.

### **M16/218      UNIVERSITY EXECUTIVE OPERATION**

The UE received a verbal report on its operations since it had moved to a schedule of weekly meetings [minute 15/242].

It was noted that feedback on the need for weekly meetings had been largely supportive, but that there was scope to more clearly define meetings according to their purpose (business, performance, strategy) and to ensure that meetings were used for those matters which required discussion. It was noted that the behaviours of members also contributed to the effectiveness of meetings and that, in particular, authors of papers should ensure that these were concise and submitted to the Clerk by the agreed deadlines and that in meetings members should not normally use electronic devices other than to read the associated papers.

Members were invited to submit to the Principal any further comments or reflections on the operation of the UE. It was agreed that at its next strategy meeting the UE should further consider its operation and effectiveness and, in particular, how the UE could more clearly articulate its priorities and give more visibility to its forward programme of work.

### **M16/219      EXTERNAL SPEAKERS AND EVENTS POLICY [Paper: UE/16/141]**

The UE considered a new External Speakers and Events Policy.

It was noted that:

1. the purpose of the Policy was to set out arrangements for the management of events held under the auspices of the University but which were not part of its regular academic or administrative business;
2. the Policy was intended to ensure that the University could fulfil its legal obligations while maintaining at all times its commitment to academic freedom and freedom of speech; and
3. the Secretary of the University would have ultimate responsibility for agreeing to the provision of University accommodation for a speaker/event and for granting permission for the University to be associated with an event.

It was noted that the Policy would apply to the Dubai and Malaysia campuses as well as to the Scottish campuses and that the University would ensure that its operations in Dubai and Malaysia would meet minimum local statutory requirements. It was agreed that statements of the specific requirements pertaining to the Dubai and Malaysia campuses should be included as appendices to the Policy. It was further agreed that the tone of the document should be softened to be commensurate with the academic readership. The UE endorsed the Policy subject to the inclusion of the required appendices and the softening of its overall tone; it was agreed that the Audit and Risk Committee should be invited to consider the Policy and endorse its presentation to the Court for approval.

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It was noted that the implementation of the Policy would be supported by guidance procedures, training, and awareness raising measures. It was agreed that, as part of these measures, the key requirements of the Policy and examples of the types of events it covered should be made available in an accessible format. It was agreed that the UE should be fully briefed on the proposed communications plan and schedule.

### **M16/220      PROCUREMENT STRATEGY, ACTION PLAN, AND POLICY [Paper: UE/16/142]**

The UE considered the Procurement Strategy and Action Plan as amended and a new Procurement Policy.

It was noted that:

1. in April 2016 a number of Statutory Instruments had taken effect which introduced new requirements in terms of sustainable procurement duties and transparency in procurement practices;
2. the University was now required to adopt and publish a procurement strategy and to publish annual reports describing how its procurement duties had been discharged;
3. the Strategy and Policy were fully aligned with the new regulatory regime while the Action Plan was designed to translate the strategic objectives and desired outcomes into the specific actions and processes needed to maintain a sustainable, cost effective, and legally compliant procurement operation; and
4. the University's procurement arrangements would be reviewed in late June 2016 under the Scottish Government's Procurement Capability and Improvement Programme.

The UE approved the Procurement Strategy and Action Plan as amended. The UE agreed that the Procurement Policy should be amended to clarify how the University's annual reports on procurement duties would relate to its governance structures. The UE endorsed the Policy subject to this amendment; it was agreed that the Finance Committee should be invited to consider the Policy and endorse its presentation to the Court for approval.

### **M16/221      RISK AND STRATEGY PROJECT MANAGEMENT GROUP [Paper: UE/16/143]**

The UE received the minutes of the meeting held 26 May 2016.

The UE noted the report of the business conducted by the Group.

### **M16/222      SECRETARY'S BOARD [Paper: UE/16/144]**

The UE received the minutes of the meeting held 3 May 2016.

The UE noted the report of the business conducted by the Board.

### **M16/223      DATE OF NEXT MEETING**

The UE noted that its next meeting would be a business meeting and would be held 13 June 2016.

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Signed by Chair .....

Date .....