

THE UNIVERSITY EXECUTIVE

Minutes: 4 October 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 Gill Hogg, Deputy Principal (Staff Development and Civic Engagement)
Dr Gillian Murray, Deputy Principal (Enterprise and Business)
Professor Malcolm Chrisp, Head (Energy, Geoscience, Infrastructure, and Society)
Professor Robert MacIntosh, Head (Management and Languages)
Professor Heather McGregor, Executive Dean (Edinburgh Business School)
Professor Stephen McLaughlin, Head (Engineering and Physical Sciences)
Professor Beatrice Pelloni, Head (Mathematics and Computer Science)
Professor Fiona Waldron, Head (Textiles and Design)
Professor Mushtak Al-Atabi, Senior Deputy Vice-Principal (Malaysia)*
Ms Ann Marie Dalton-Pillay, Secretary of the University
Mr Andrew Menzies, Director of Finance
Mr Richard McGookin, Director of Planning
Mr Mark Adderley, Director of Human Resource Development
- In Attendance: Mr Brett Dodgson, Clerk
- Apologies: Professor Gareth Pender, Deputy Principal (Research and Innovation)
Professor John Sawkins, Deputy Principal (Learning and Teaching)

* Indicates member participating remotely

MINUTE REF
M16/230 WELCOME AND ANNOUNCEMENTS

The Chair welcomed to the meeting the members of the UE, in particular those new members of the UE who were attending their first meeting, and those colleagues who were in attendance.

M16/231 BLUE PAPERS

The UE received the Blue Papers for the meeting.

M16/232 MINUTES OF THE LAST MEETING

The UE received the minutes of the meeting held 20 September 2016 and approved them as a correct record. It was noted that the minutes of the meeting held 27 September 2016 would be circulated for approval by correspondence.

Arising from minute 16/314, it was noted that revised drafts of the Ordinances on the appointment of academic staff and the Heads of Schools would be presented to the UE in November 2016.

M16/233 REPORT FROM THE CHAIR

In a verbal report the Chair noted that the Principals of Scottish universities were continuing to work together to develop recommendations on the future funding of the Scottish higher education sector. These recommendations would, in due course, be presented for the consideration of the Scottish Government. It was noted that the group had agreed that the Scottish Government must find a sustainable approach to funding as had been recommended in a July 2016 report from Audit Scotland. It was noted that the Scottish Government's Interim Letter of Guidance 2017-18 to the Scottish Funding Council had indicated that budget allocations would not be confirmed until the 2017-18 Draft Budget had been published. The Chair noted that there would be the opportunity to discuss the financial challenges faced by the Scottish higher education sector during a forthcoming visit to the University by the Scottish Minister for Further Education, Higher Education, and Science.

The Chair noted the homecoming celebrations for Scotland's 2016 olympians and paralympians which had been hosted at Oriam 28 September 2016. The event had been attended by the Scottish First Minister. Around 50 athletes had attended and had received a fantastic reception. It was noted that the expertise and facilities available at Oriam presented a number of opportunities for sports-related academic collaborations and degree programmes. It was agreed that the Deputy Principal (Staff Development and Civic Engagement) should prepare an initial report on the opportunities available.

It was noted that the first of the Principal and Vice-Chancellor's Distinguished Lectures, to be given by Dr Hamid Mughal, would take place 18 October 2016; the second, to be given by Dame Wendy Hall, would take place 27 October 2016 at the Dubai campus. Members were reminded that they were welcome to invite to the lectures esteemed guests and friends of the University; members were invited to liaise with the Office of the Principal regarding the attendance of esteemed guests. It was noted that the lectures would be recorded and that the recorded lectures could be used as teaching materials as well as to raise the profile of the University.

The Chair noted that there would be meetings of the Senate and the Court 5 October 2016 and 7 October 2016. Members were invited to suggest topics for future post-dinner Court discussions.

M16/234 OPERATION OF THE UNIVERSITY EXECUTIVE [Paper: UE/16/213]

The UE considered a briefing paper on requirements and expectations in relation to the operation of the UE and the conduct of its business.

The UE noted those requirements that were for ongoing action by all members. Members were reminded that written papers should be as concise as possible and that verbal reports and presentations were encouraged in place of written papers where appropriate.

M16/235 TRANSFORMATIONAL INITIATIVES

The UE considered a verbal report on the programme of Transformational Initiatives.

It was noted that the Transformational Initiatives were intended to deliver real change over the next 12 months and to develop leadership capacity across the University. The proposed teams had now been agreed for each of the projects that comprised the Transformational Initiatives and the details would be circulated to members following the meeting. Additional background information on the purpose of the Transformational Initiatives would also be circulated to the new members of the UE. Members were invited to have some level of engagement in all projects where they would be a stakeholder even if they were not formally a member of the project team.

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A template for the project descriptions would be circulated and the UE would be invited to approve the objectives and intended outcomes for each project. It was intended that work on the individual projects would commence as soon as the objectives and intended outcomes had been agreed. It was agreed that the UE should receive monthly reports on the progress of each Transformational Initiative.

M16/236 STUDENT ENROLMENTS 2016-17 AND 2016 FIVE YEAR FINANCIAL PLAN

The UE considered a presentation on student enrolments for the 2016-17 academic year and implications arising for the 2016 Five Year Financial Plan.

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

M16/237 DELIVERING A STEP CHANGE IN TAUGHT POSTGRADUATE RECRUITMENT [Paper: UE/16/214]

The UE considered a report from the Taught Postgraduate Steering Group on actions to support the achievement of the University's targets for recruitment of taught postgraduate students.

It was noted that the Steering Group had identified a number of opportunities that could be taken forward over the current academic year to build on the University's existing portfolio of taught postgraduate programmes. There were also opportunities to enhance the taught postgraduate student experience across the University's campuses and to ensure that the student experience offered by the University was distinctive and reflected its international nature.

It was noted that, in addition to the opportunities identified, work was needed to enhance marketing and communications for both undergraduate and postgraduate programmes. As part of the Transformational Initiatives there would be a project to deliver a step change in marketing and recruitment capabilities. It was agreed that there should be a major discussion around marketing and recruitment needs at a future meeting of the UE.

The UE endorsed the recommendations of the Steering Group and agreed that it should receive progress reports as the recommendations were implemented.

M16/238 ATHENA SWAN RENEWAL SUBMISSION [Paper: UE/16/215]

The UE considered a report on the development of the University's application submission for renewal of its institutional Athena SWAN award.

It was noted that, since the University's Athena SWAN award had last been renewed, significant progress had been made in promoting an institutional culture of equity and transparency. Work was now needed to sustain the progress that had been made and the Steering Group had developed an action plan for this. It was noted that the UE would be invited to approve the application submission before its presentation to the Equality Challenge Unit in November 2016.

The UE endorsed the proposed action plan for sustaining progress made since the University's Athena SWAN award had last been renewed.

It was agreed that the Secretary of the University should provide Heads of Schools with a reference copy of the presentation on career development for professional services staff so that its messages could be reinforced in Performance and Development Reviews of School-based professional services staff.

It was agreed that the UE should at a future meeting consider the scheduling of senior committee meetings across the University's campuses within the core working day and their alignment with family friendly principles.

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M16/239 WEST LONDON COLLEGE

The UE received a verbal update report on teach-out arrangements at West London College. It was noted that a further report would be presented before the end of 2016.

M16/240 FACE-TO-FACE CORE BRIEF: OCTOBER 2016

The UE received and approved the topics for the October 2016 Face-to-Face core brief.

M16/241 DUBAI CAMPUS PROJECT DEVELOPMENT GROUP: TERMS OF REFERENCE [Paper: UE/16/216]

The UE received and approved the proposed terms of reference for a project development group.

It was noted that the group would undertake preparatory work in advance of the establishment of a full project board which would be tasked with evaluating options for developing the University's operations in Dubai.

M16/242 STRATEGIC PROJECTS REGISTER: SEPTEMBER 2016 [Paper: UE/16/217]

The received the Strategic Projects Register as at September 2016. The UE noted that the status of the Strategic Projects and changes to the Register since it had last been presented to the UE [minute 16/300].

M16/243 DATE OF NEXT MEETING

The UE noted that its next meeting would be a strategy meeting and would be held 11 October 2016.

Signed by Chair

Date