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- In the Chair: Professor Richard A Williams, Principal and Vice-Chancellor
- Present Also: Professor Julian Jones, Vice-Principal  
Professor Ammar Kaka, Vice-Principal (Dubai)\*  
Professor Robert Craik, Vice-Principal (Malaysia)\*  
Professor Gill Hogg, Deputy Principal (Engagement and Staff Development)  
Dr Gillian Murray, Deputy Principal (Enterprise and Business)  
Professor Gareth Pender, Deputy Principal (Research and Innovation)  
Professor John Sawkins, Deputy Principal (Learning and Teaching)  
Professor Malcolm Chrisp, Head (Energy, Geoscience, Infrastructure, and Society)  
Professor Robert MacIntosh, Head (Social Sciences)  
Professor Heather McGregor, Executive Dean (Edinburgh Business School)  
Professor Stephen McLaughlin, Head (Engineering and Physical Sciences)  
Professor Beatrice Pelloni, Head (Mathematical and Computer Science)  
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: Professor Gavin Gibson, School of Mathematical and Computer Science  
Mr Brett Dodgson, Clerk
- Apologies: Professor Fiona Waldron, Head (Textiles and Design)

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\* Indicates member participating remotely

**MINUTE REF**  
**M17/001**

**WELCOME AND ANNOUNCEMENTS**

The Chair welcomed to the meeting the members of the UE and those colleagues who were in attendance. The Chair extended a particular welcome to Professor McGregor who was attending her first meeting since taking office as Executive Dean of the Edinburgh Business School.

**M17/002**

**BLUE PAPERS**

The UE received and noted the Blue Papers including the Operational Plan and Actions Log.

The Chair noted the need to ensure that the UE had sufficient space to consider matters of strategic importance and that members were invited to continue to suggest ways to develop the Operational Plan as well as the format of meetings. It was noted that, with respect to agreed actions, reports would be by exception and that members should notify the Clerk if a report to the UE was needed.

**M17/003**

**MINUTES OF THE LAST MEETING**

The UE received the minutes of the meetings held 6 December 2016 and 13 December 2016 and approved them as a correct record.

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Arising from minute 16/326, it was agreed that the performance of recruitment agents should be measured in terms of recruitment targets and visa acceptance rates and that both measures should inform decisions to offer variable commission rates.

Arising from minutes 16/337, it was noted that planned activities were underway in respect of the academic and employer surveys that would underpin the 2017 QS World University Rankings. It was agreed that the Director of Planning should continue should keep the UE informed of the progress of this work.

### **M17/004 REPORT FROM THE CHAIR**

In a verbal report the Chair thanked members for their contributions at the strategy day held 17 January 2017. The Chair had circulated to members a note of the actions arising from the strategy day for the UE. The Director of Human Resource Development would continue to develop plans to support the ongoing development of the UE as the University's leadership team and members were invited to provide any further comments and suggestions that they might have in relation to this.

The Chair noted that the next meeting of the Senate would be held 25 January 2017 and that the subject of the meeting's themed presentation and discussion would be the development of a general degree programme. It was noted that the Deputy Principal (Learning and Teaching) would present to the Senate a verbal report on the University's participation in the Teaching Excellence Framework.

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

Finally, the Chair reminded members of the activities taking place at the Edinburgh campus as part of the "Scotland Welcomes the World" initiative. All staff and students were encouraged to participate and learn more about the international nature of Scotland's universities.

### **M17/005 RESEARCH EXCELLENCE FRAMEWORK: PLANNING AND SUPPORT [Paper: UE/17/001]**

The UE considered a report on planning and support work in advance of the next UK Research Excellence Framework (REF) exercise.

It was noted that the four UK higher education funding bodies had launched a consultation on the arrangements for a second REF exercise. The proposed approach was based on the 2014 REF exercise but incorporated the recommendations arising from Lord Stern's 2016 review of the REF. The review had recommended changes relating to the submission of staff and outputs, changes to the approach to the assessment of impact, and the introduction of an institutional level assessment. It was noted that the Deputy Principal (Research and Innovation) and the Research and Knowledge Exchange Board would lead the development of the University's response to the consultation.

Some of the possible changes relating to the submission of staff and outputs had been modelled and the UE noted the results of this modelling and its implications with respect to preparations for the next REF exercise.

It was noted that, in support of preparations for the next REF exercise, an institutional review would be conducted of the quality of outputs to date for all eligible staff and initial drafts of impact case studies would be prepared for each Unit of Assessment. It was anticipated that this work would be completed by August 2017.

It was agreed that:

1. the UE should be invited to consider and endorse the University's proposed response to the REF consultation;

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2. output quality reviews should proceed as described in the paper and that Heads of Schools and Directors of Research should note the actions arising in relation to these reviews;

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

### **M17/006 2017 FIVE YEAR FINANCIAL PLAN**

The UE considered a report on the development of the 2017 Five Year Financial Plan.

It was noted that the UE would continue to receive regular reports on the development of the Plan.

### **M17/007 MANAGING ORGANISATIONAL CHANGE: POLICY AND GUIDANCE [Paper: UE/17/002]**

The UE received and approved a new Management of Organisational Change Policy and associated guidance for managers.

It was noted that the Policy set out the principles which underpinned a number of associated policies including policies on redundancy and severance payments. The recognised trades unions had been consulted in the development of the Policy.

### **M17/008 TALENT MANAGEMENT AND SUCCESSION PLANNING [Paper: UE/17/003]**

The UE received and noted a report on activities to support talent management and succession planning.

It was noted that, following a successful pilot project in the School of Social Sciences, it was intended that talent management and succession planning support should be extended to all Schools.

The UE endorsed the proposed approach to extending support to all Schools and agreed that the University's approach to talent management and succession planning should be characterised by its equity and transparency as well as its effectiveness. It was agreed that, in support of those principles, a full Equality Impact Assessment should be completed.

### **M17/009 TEACHING EXCELLENCE FRAMEWORK: PROVIDER SUBMISSION**

The UE received and noted a report on the preparation and submission of its Provider Submission for the Teaching Excellence Framework.

It was noted that the University of Edinburgh had confirmed that it would not be participating in the Teaching Excellence Framework.

### **M17/010 STEM EDUCATION AND TRAINING STRATEGY: CONSULTATION RESPONSE [Paper: UE/17/004]**

The UE received and noted the University's proposed response to a Scottish Government consultation on a new strategy for STEM education and training.

It was noted that some minor inaccuracies had been identified and that these would be amended before the response was submitted. It was agreed that more could be said as to the University's ambitions in respect of STEM education and training. It was agreed that the Deputy Principal (Enterprise and Business) should:

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1. work with the Heads of Schools and others to look at ways in which the University could itself start to address some of the issues raised by this consultation and, in particular, to raise the profile of its STEM education and training activities and related initiatives; and
2. prepare a summary report of the University's STEM strategy.

The UE endorsed the proposed consultation response subject to the amendments requested.

**M17/011 NAMING OF LYELL CENTRE SUPPORT BUILDING [Paper: UE/17/006]**

The UE received and approved a proposal that the Lyell Centre Support Building should be formally named the George Bruce Building after the Scottish engineer and merchant Sir George Bruce (c. 1550 - 1625).

**M17/012 STRATEGIC PROJECTS REGISTER [Paper: UE/17/007]**

The UE received and noted the Strategic Projects Register at December 2016.

**M17/013 FUNDRAISING AND ALUMNI ACTIVITIES: TELEPHONE PREFERENCE SERVICE [Paper: UE/17/008]**

The UE considered a report on the proposed approach to be taken in respect of forthcoming fundraising activities and the exclusion of individuals registered with the UK Telephone Preference Service (TPS).

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

**M17/014 DATE OF NEXT MEETING**

The UE noted that its next meeting would be a performance meeting and would be held 31 January 2017.

Signed by Chair .....

Date .....