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- In the Chair: Professor Richard A Williams, Principal and Vice-Chancellor
- Present Also: Professor Malcolm Chrisp, Head (Energy, Geoscience, Infrastructure, and Society)\*  
Professor Robert Craik, Vice-Principal (Malaysia)\*  
Ms Ann Marie Dalton-Pillay, Secretary of the University  
Professor Julian Jones, Vice-Principal  
Professor Ammar Kaka, Vice-Principal (Dubai)\*  
Professor Stephen McLaughlin, Head (Engineering and Physical Sciences)\*  
Mr Andrew Menzies, Director of Finance  
Dr Gillian Murray, Deputy Principal (Enterprise and Business)  
Professor Beatrice Pelloni, Head (Mathematical and Computer Science)  
Professor Gareth Pender, Deputy Principal (Research and Innovation)  
Professor John Sawkins, Deputy Principal (Learning and Teaching)  
Professor Fiona Waldron, Head (Textiles and Design)
- In Attendance: Mr Mark Adderley, Director of Human Resource Development  
Professor Fiona Grant, Assistant Deputy Principal (Learning & Teaching)  
Mr Richard McGookin, Director of Planning  
Professor John Underhill, Chief Scientist  
Ms Lorna Kirkwood-Smith (Clerk)
- Apologies: Professor Mushtak Al-Atabi, Senior Deputy Vice-Principal (Malaysia)  
Ms Ruth Moir, Assistant Principal (International Development)  
Ms Nuala Boyle, Assistant Principal (Development)  
Professor Gill Hogg, Deputy Principal (Engagement and Staff Development)  
Professor Robert MacIntosh, Head (Social Sciences)  
Professor Heather McGregor, Executive Dean (Edinburgh Business School)  
Mr Joe Pacitti, Assistant Principal (Strategic Projects and Policy)

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\* Indicates member participating remotely

**MINUTE REF**  
**M17/160**

**WELCOME AND ANNOUNCEMENTS**

The Chair welcomed to the meeting the members of the UE and those colleagues invited to be in attendance.

**M17/161**

**REPORT FROM THE CHAIR**

**161.1**

**Dubai Campus Transition Project**

The Principal reported that the Court had received an update on the Dubai Campus Transition Project at its meeting in May 2017 and would receive a further update in June 2017.

The next stage of the project will involve firmly establishing agreed principles for forthcoming negotiations towards development of a new partner agreement for the campus. The University Executive would have an opportunity to consider the negotiating principles first and it was intended to include this matter in the University Executive agenda for its meeting on 13 June 2017. Due to a timing issue, the paper would not be complete for distribution the UE before Monday evening, 12 June 2017. The Principal relayed apologies in advance for the late circulation.

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### 161.2 Transformational Initiatives

The Principal reported that a Transformational Initiative projects 'show and tell' event for the Senate was scheduled to take place on 28 June 2017.

### 161.3 Development & Alumni Newsletter

The Principal confirmed that copies of a newly produced Development & Alumni Newsletter would be distributed to UE members.

### 161.4 Graduate Fashion Week Award Winner

The Head of the School of Textiles and Design reported on the success of a graduate of the School of Textiles & Design (Alannah Cooper) who had just won the top Fashion Photography Award in the 2017 Graduate Fashion Week.

## M17/162 DISCOVERY AND INNOVATION CENTRE (Paper UE/17/062)

The UE received and discussed a report on the planned Discovery & Innovation Centre which was provided by the Deputy Principal (Business & Innovation) with input from the Heads of the Schools of EPS and MACS.

The paper included a Stage 1 report on the building development. The Stage 2 design and accommodation schedule, showing floorplan layouts, together with the associated cost model were also presented. The UE noted that the fully inclusive budget for the project was £19 million with a planned completion date of 29 March 2017. UE approval for the Stage 2 contract award would be sought at the UE meeting on 5 September 2017.

The following points / observations arose in the course of discussion:

- the importance of a strong communications and marketing strategy;
- while the need for the additional flexible learning and teaching space the Centre will offer had arisen in the context of growth in student numbers in particular in the Schools of EPS and MACS, the Centre would provide an important new facility to support early to end stage collaboration, innovation and student entrepreneurship on a University-wide basis, incorporating all disciplines. The UE agreed that this message should be strengthened and the ways in which non-STEM disciplines will engage with the Centre fully articulated;
- the engagement of the Dubai and Malaysia Campuses with the Centre and the benefits shared across all campuses also need to be articulated clearly;
- the £19 million budget will need to cover all user and building requirements, enabling the agreed operational model for the Centre to be delivered;
- it was intended to produce a specification for a new commercial director role as a key post in the new Centre;
- the Centre will foster new kinds of inter-disciplinary working as a key benefit and this should be highlighted in communications and marketing materials;
- it would be helpful to understand the Business Plan in detail: i.e. sources of income, the balance to be struck between research and teaching activity, and all of the contributors to the long term viability of the Centre. The Plan should make it clear where the wide variety of University disciplines can engage with and make contributions to the Centre. The Deputy Principal emphasised that the innovation aspect of the Centre's activities would cut across all parts of the University and would involve work in all areas which will be attractive to current and potential new partners;
- there was an opportunity to promote Gaming Studio / "futurology" plans, ensuring that the infrastructure to support activities in this area across all campuses is included in the project funding;
- the people and organisational aspects of the Centre should be considered in detail and incorporated in the project budget and forward planning. The Deputy Principal agreed that this was a critical and complex area which would form a broad strand of change programme work from summer 2017;

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- the Vice-Principal confirmed that the Finance Committee expected to receive and consider the Business Plan for the Centre in the near future. The overall project cost was incorporated in the University's Four-Year Financial Plan which the Finance Committee would consider at its meeting on 6 June 2017.

The UE agreed that the impact that the new principles embodied by the Centre will have on the University's learning and teaching should be considered in detail. The Learning and Teaching Strategy should be reviewed in this new light with further detailed consideration of the future shape of learning and teaching undertaken via a Learning and Teaching Workshop. It was noted that future success will rely on the aids provided to academic staff who will need varying degrees of support to make the transition to deliver new modes of teaching and to provide the necessary support to all student groups, enabling them to engage successfully with the work and opportunities offered by the Centre.

The UE agreed its support for continuation of the project programme along the lines presented in the paper.

UE members were encouraged to direct any further thoughts they have to the Project Board, via the Deputy Principal.

### **M17/163 RESEARCH CHALLENGE THEMES TO SUPPORT RESEARCH AND BUSINESS ENGAGEMENT (Paper UE/17/063)**

The UE received and discussed a report, presented by the Deputy Principal (Research & Innovation) with the Assistant Deputy Principal (Research & Innovation), which sought the approval of the UE for the adoption of topical theme areas with which to describe the University's multi-disciplinary challenge led research. The Research & Knowledge Exchange Board had considered and reached agreement on the topical areas proposed.

**Reserved section (Ref section 30, FOI(S)A)**

### **M17/164 DEVELOPMENT OF FUTURE ORGANISATIONAL STRUCTURES (Oral report)**

The Principal summarised the recent work of the UE and the ULF to develop a vision for the organisational development of the University, capitalising on its global make-up and distinctiveness to add value to its learning and teaching and research activities. Discussions had focused on what this might mean in respect of the University's internal structures and further consideration will need to be given to the future shape of the University and how the desired changes will be achieved. The Principal reported on a planned acceleration of such considerations and requested that the forthcoming diary priorities of UE members be reviewed to enable dialogue to proceed over the summer period. The aim, shall be to have developed a vision for the future shape of the University along with a timeline for implementation of change by the end of August 2017. The request related especially to Heads of Schools (or their nominees if necessary) and Malaysia and Dubai Vice-Principals.

The Principal advised that in the autumn period work should then progress to consider the changes in the context of the University's new five-year Strategic Plan from 2018, and to develop the details of the organisational changes that will be involved.

The vision scoping work to be undertaken over the summer months should focus on achieving higher value outputs and should encompass matters of academic coherence and academic unit structures, different operational models including optimal Professional Service support, and the necessary supporting academic and financial planning frameworks.

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**M17/165 ANY OTHER BUSINESS**

**165.1 Four-Year Plan and Enhanced Voluntary Redundancy Scheme**

The Vice-Principal updated the UE on the work of the Vacancy Management Group to manage the Enhanced Voluntary Redundancy (EVR) Scheme.

**Reserved section (Ref section 30, FOI(S)A)**

The Vice-Principal advised that he would consult with the Vice-Principal (Malaysia) with a view to agreeing new processes for co-planning with HWU Malaysia over the coming year.

**165.2 Teaching Excellence Framework (TEF) Year Two outcomes**

The UE noted that in the coming week TEF Year Two outcomes will be disseminated to individual institutions and subsequently published by HEFCE. The Secretary of the University reported that the TEF Steering Group had agreed on the contents of an email message which would be released to all staff following lifting of the announced embargo [on 14 June]. A consistent form of communication will also be available for release to Schools, depending on the outcome results.

**165.3 Qatar**

In relation to the current diplomatic crisis between Qatar and neighbouring Arab states including the UAE, the Secretary of the University advised that she had recently asked all Schools and Professional Services for updates on any risks arising.

The UE noted that any decision made in respect of Qatari students continuing their studies in the UAE will ultimately be one for the UAE government to take. However, should the need arise, the University could take reasonable steps to offer appropriate support to any Qatari students affected at the Dubai Campus.

**M17/166 DATE OF NEXT MEETING**

The next meeting will take place on Tuesday 13 June 2017 (Business meeting).

Signed by Chair .....

Date .....