

SECRETARY'S BOARD

Minutes: 2 December 2014

In the Chair:	Ms Ann Marie Dalton, Secretary of the University		
Present also:	Mr Mark Adderley, Director of Human Resource Development	Ms Morag Heggie, Director of Administration (EBS)	
	Mr Mike Bates, Director of Student Recruitment	Mr Andrew Menzies, Director of Finance & Interim Director of Research & Enterprise Services	
	Ms Philippa Burrell, Director of Administration (EGIS)	Mr Derek Penman, Director of Administration (EPS)	
	Ms Sue Collier, Director of Governance & Legal Services	Mr Campbell Powrie, Director of Administration (SML)	
	Mr Darren Cunningham, Director of Administration (MACS)	Mr Mike Roch, Director of Information Services	
	Mr Malcolm Deans, Director of Campus Services	Mr Paul Travill (Academic Registrar Designate)	
	Ms Maggie Dunn, Director of Administration (SLS)	Ms Vivienne White, Director of Administration (TEX)	
	Ms Linsey Fender, Assistant to the Secretary		
	In Attendance:	Mr Marcus Gilchrist, Student Systems Business Manager (for item 2.1)	Ms Jessie Nelmes, Student Union President (for item 2.2)
		Ms Lisa Herlihy, Assistant to the Secretariat (Clerk)	
Apologies:	Ms Janice Yew, Chief Operating Officer (Malaysia)	Ms Sheelagh Wallace, Director of Administration & Registrar (Dubai)	

M14/176 MINUTES OF THE MEETING OF 4 NOVEMBER 2014

The Board received and approved the minutes of the meeting held on 4 November 2014, subject to the following amendment:

M14/162 should read '*The system in EBS was not on the central system but could be monitored centrally by Security and so migration was not necessary in this case*' rather than '*the migration of all University CCTV systems onto a common platform, previously considered by the Board at the meeting on 1 July 2014, had been completed for EBS*'.

M14/177 MATTERS ARISING REPORT FROM THE MEETING OF 4 NOVEMBER 2014

M14/108.7 - The Board agreed that the Chair would discuss the arrangements for tracking student attendance at the Dubai Campus with the Director of Administration & Registrar (Dubai). The Board agreed that there should be one policy which applied to all HWU campuses and a definitive answer regarding the practices in operation at the Dubai Campus was required.

M14/118 – The Board noted that the Contribution Pay Procedures had been approved at the last meeting of the CJNCC. More work was to be done on the Career Progression Procedures.

M14/178 POLICIES UNDER DEVELOPMENT REPORT

The Board received and noted the Policies Under Development Report up to 2 December 2014.

M14/179 SECRETARY'S BOARD PROJECTS REGISTER (SB/14/240)

The Board received and noted the Secretary's Board Projects Register, as at 21 November 2014.

The Board noted that the Projects Register was now available in real time on SharePoint, the staff intranet.

M14/180 BUSINESS REPORTED BY THE CHAIR

The Chair advised the Board that a process was in place which required colleagues who were due to visit the Malaysia Campus to obtain consent to do so from the Vice-Principal (Malaysia). A similar arrangement was in place for Dubai. The Board noted that all colleagues were expected to follow this process when arranging their visit.

The Board noted the announcement from the Equality Challenge Unit that Athena SWAN would be expanding to include groups previously covered under the Gender Equality Charter Mark (GEM). This would include Professional Services colleagues and would come into effect from April 2015. GEM departments and Institutions would be able to submit applications under Athena SWAN with effect from November 2015. All gender submissions would be completed under the new process from November 2016.

The Board agreed that the Secretary's Board would undertake the role of the Self-Assessment Team for the University's Professional Services submission via an item at future Secretary's Board meetings. The Board agreed that the Chair would meet with the Directors of HRD and Governance & Legal Services outwith the meeting to decide on the timeline and format for this item.

The Board agreed that the Athena SWAN Officer should be invited to attend a future meeting of the Secretary's Board in order to discuss next steps.

The Board noted that the new Director of Marketing & Communications would join the University in January and the new Director of Research & Enterprise Services would join the University in February.

M14/181 SSU QUARTERLY REPORT (SB/14/241)

The Board received and noted the SSU Quarterly Report, presented by the Student Systems Business Manager.

The Board noted that the first phase of multi-campus data protection had been released, which reduced the risk of data protection breaches by ensuring colleagues could access only the data appropriate to their campus jurisdiction.

Reserved section (Ref: Sections 30, 33 FOI(S) A 2002).

The Board noted the following points:

- **Reserved section (Ref: Sections 30, 33 FOI(S) A 2002).**
- that Doctorate Extension Scheme applications could now be processed through Banner;
- that the Programme Approval Management System (PAMS) was now due for handover to colleagues around Easter 2015 following rigorous testing by Ellucian, the provider;

- Finance, SSU and Information Services (IS) were collaborating on Independent Distance Learner (IDL) Online Registration and Payment, which was expected to be complete by Easter 2015; and
- that the platform for Banner had been upgraded by Information Services and was now more stable.

The Director of IS highlighted that Penetration Testing on HWU IT systems had been completed, using an expert employed by the Internal Auditors. This had led to the identification of vulnerabilities in the system which were being resolved by IS. The results of the testing had been reported to the Audit & Risk Committee and a report would be presented to the Committee at a later meeting once further measures had been put in place. The Board noted that older systems currently in place would be retired as the data and functionality was retrieved and stored and this would help to resolve vulnerabilities inherent in older systems. It was also noted that, whilst the auditor's expert tested systems in all schools, IS is unable to see the network and systems within parts of the campus network managed by schools themselves. This prevents the network being managed and developed as a coherent infrastructure, for example to replace the current telephone system with VOIP telephony.

The Board also noted that IS had considered HWU's disaster preparedness and had identified a need for HWU to have a central file store to protect data. A process for this would require further consideration and any changes would have to be incremental to ensure data was kept safe.

M14/182 STUDENT BAROMETER SURVEY ACTION PLANS

The Board received and noted Student Barometer Survey Action Plans from relevant Schools and Professional Services. In the course of discussions the following points were raised:

- that induction was a recurring issue within student feedback across HWU. A review of student induction activities was being undertaken to ensure a high quality experience across HWU; and
- that more detailed information regarding the discipline a student was studying was necessary to provide relevant feedback. Academic Registry were in discussion with iGraduate, who provided the survey, regarding the provision of more detailed data at a local level.

M14/182.1 STUDENT BAROMETER ACTION PLAN – BORDERS CAMPUS / SCHOOL OF TEXTILES & DESIGN (TEX) (SB/14/242)

The Board received and noted the Student Barometer Action Plan from the Borders Campus and TEX, presented by the Director of Administration (TEX).

The Board noted that the Action Plan focused on three key areas:

1. Feedback to students;
2. Work experience; and
3. Careers information.

These areas matched those identified by the National Student Survey (NSS) and ongoing measures aimed to resolve the issues.

The Board noted that colleagues were being encouraged to explain to students the interactions via which feedback was being provided and different course areas were developing fact sheets regarding feedback methods. These methods would be kept under review and results would be identified through future student surveys.

The Board also noted that TEX would continue to recommend work experience placements and internships to students and students would be actively encouraged to take up these

opportunities. TEX would also be working more closely with the Careers Service to ensure that further information regarding careers was available to students

M14/182.2 STUDENT BAROMETER ACTION PLAN – CAMPUS SERVICES (SB/14/243)

The Board received and noted an Action Plan from Campus Services, presented by the Director.

The Board noted that Campus Services continued to work on improving students' arrival on campus, which was a key area for improvement within the Student Barometer Survey. Specifications were being developed for a student accommodation system which would help in improving experience by providing enhanced information regarding arrival. Improvements had been made for 2014 arrivals and were expected to continue in 2015.

The Board noted that some students in the current academic year had been unable to access their rooms until 2pm, due to these being booked for conference delegates, and had, therefore, been unable to attend Freshers' welcome activities. The Board agreed that colleagues in Campus Services would be made aware of the issues so that steps could be taken to ensure that this was not a problem for 2015 arrivals.

The Board noted the proposal that out of hours arrivals should be restricted in order to ensure a better arrival experience. This proposal was acknowledged to be problematic due to the needs of international students, who could be delayed through no fault of their own by issues with flights. The Board noted that Security would welcome students in these circumstances. The Director would ensure that this was communicated to staff.

The Board also noted that student accommodation was being refurbished where possible and that repairs were dealt with immediately to ensure students were not adversely affected. Campus Services were also considering catering options on the Edinburgh Campus and the Student Union would provide Campus Services with further feedback from students when this was available.

M14/182.3 STUDENT BAROMETER ACTION PLAN – DUBAI CAMPUS (SB/14/244)

The Board received and noted an Action Plan from the Dubai Campus, presented by the Chair.

The Board noted that growing capacity issues with the Dubai Library had been identified and were being addressed through extension to the current Library area. Quiet study areas and discussion rooms were also being released to address negative student feedback regarding noise levels, with a 'Code of Conduct' to be enforced by Library colleagues.

M14/182.4 STUDENT BAROMETER ACTION PLAN – SCHOOL OF ENERGY, GEOSCIENCE, INFRASTRUCTURE & SOCIETY (EGIS) (SB/14/245)

The Board received and noted a combined Action Plan for the School of the Built Environment (SBE) and the Institute of Petroleum Engineering (IPE), presented by the Director of Administration (EGIS).

The Board noted that an issue with Postgraduate Research (PGR) students being required to 'hot-desk' was being reviewed by the Head of School following a survey of PGR students. The survey had asked PGR students whether they would prefer a permanent desk with a desktop PC or hot-desking with a laptop provided by the School. EGIS were also considering options for utilising space which was not currently used to full capacity.

The Board noted that PGR students had expressed a desire for further opportunities to teach. EGIS would discuss the issue at the Research Committee in January 2015, as there was some concern over the tensions between teaching opportunities and completing PhDs in good time.

The Board noted that issues with English language support for students whose first language is not English were also being investigated. The School Learning & Teaching Committee had received a report noting that cultural understanding should be addressed alongside English language as part of the Induction Programme and a proposal would be brought to the February 2015 meeting of the Learning & Teaching Committee.

The Board noted that an issue raised regarding students being taught by video-link, due to a lack of space as a result of over-recruitment in 2013/14, had now been resolved. Double teaching was in place for certain courses on a permanent basis and larger teaching spaces within the University were being utilised.

M14/182.5 STUDENT BAROMETER ACTION PLAN – SCHOOL OF LIFE SCIENCES (SLS) (SB/14/246)

The Board received and noted the Action Plan for SLS, presented by the Director of Administration (SLS).

The Board noted that one course in SLS had been the subject of negative feedback from the Student Barometer Survey. The course had been reviewed and updated and it was not expected that the problem would recur.

The Board also noted that the School policy on feedback had been reviewed and guidance given to colleagues, with marking criteria on Vision, in response to feedback from students.

M14/182.6 STUDENT BAROMETER ACTION PLAN – SCHOOL OF MANAGEMENT & LANGUAGES (SML) (SB/14/247)

The Board received and noted the Action Plan for SML, presented by the Director of Administration (SML).

The Board noted that feedback from the Student Barometer Survey had focused on issues with induction and a lack of work experience opportunities. Induction experience was under review by SML and student societies were being supported in organising social activities which would improve students' initial experience of HWU. Discretionary funds were in the hands of the Directors of Programmes for organisation of study related activities.

The Board noted that a number of internships were available for SML students, many within HWU itself. These were currently available for students meeting a certain criteria and SML were considering how work experience could be made available to the full range of students in order to improve their experience.

M14/182.7 STUDENT BAROMETER ACTION PLAN – SCHOOL OF ENGINEERING & PHYSICAL SCIENCES (EPS) (SB/14/248)

The Board received and noted an Action Plan for EPS, represented by the Director of Administration (EPS).

The Board noted that the key issue for students was the quality of the teaching spaces available. A number of upgrades and refurbishments had been undertaken over the summer to improve teaching spaces. A colleague from EPS had joined the Learning Environment Committee led by the Deputy Principal (Learning & Teaching), which would look at a strategy for upgrading centrally bookable spaces.

The Board noted that incremental upgrading was not always obvious to students and this needed to be communicated so that they were aware of the work being undertaken. The Board also acknowledged that the high quality facilities available at the international campuses could cause more dissatisfaction for Edinburgh students through comparison.

The Board discussed the need for a central budget which could be used for refurbishment of spaces and would enable a joined up approach to refurbishments.

M14/182.8 STUDENT BAROMETER ACTION PLAN – SCHOOL OF MATHEMATICAL AND COMPUTER SCIENCES (MACS) (SB/14/249)

The Board received and noted an Action Plan for MACS, presented by the Director of Administration (MACS).

The Board noted that feedback with regard to academic issues was being discussed with the Director of Learning & Teaching (MACS). This was to consider the feasibility of student suggestions or ways in which the issues could be resolved. Where feedback was very specific, such as reference to an induction presentation for one area of the School, this had been relayed to relevant colleagues to be actioned.

M14/182.9 STUDENT BAROMETER ACTION PLAN – IS (SB/14/250)

The Board received and noted an Action Plan for IS, presented by the Director.

The Board noted that negative feedback from the Student Barometer Survey was largely related to the capacity and quality of the Library space. The Board noted that the ventilation in the Library was due to be upgraded in summer 2015. Lighting would also be upgraded at this time.

The Board agreed that computer labs in the Mary Burton Building would be made available for students during building work in the Library. Discussions would be undertaken with students to ensure that these facilities were treated respectfully, with the Student Union assisting in communication with students.

The Board noted that the inventory of the Library would be reviewed and old, out of date books and journals would be retired to provide more space for student study. This would reflect the changing nature of the Library in recent years. Where possible resources could be donated, via HWU Alumni colleagues, to the Education Ministry in Zambia. An options appraisal for the Library would take place in spring 2015.

The Board acknowledged the benefit of having a representative from Library Services on the Staff/Student Committees for each School. Representatives were present at these Committees in some Schools and the Board agreed that all Schools should invite Library Services to attend.

M14/182.10 STUDENT BAROMETER ACTION PLAN – REGISTRY SERVICES (SB/14/251)

The Board received and noted an Action Plan for Registry Services, presented by the Academic Registrar.

The Board noted that discussions with RBS regarding the banking service provided to students on campus were ongoing. Semester 1 of 2014/15 had seen improved service and this would continue to be monitored going forward. The Counselling service had also seen improvement between semester 1 and semester 2 of 2013/14. A review of where counselling colleagues were located and what could be done to make the service more cohesive was being undertaken.

The Board noted that Registry Services had introduced new social activities during student induction and continued to review the induction experience closely. Discussions with the Student Union and feedback from applicants were informing the revised approach.

The Board noted that work experience opportunities had been another area of dissatisfaction for students and that this was being addressed by the Careers Service. Careers were canvassing for work experience placements and opportunities were being advertised on their website. A proposal for a Work Placement Office was being developed with the aim of maximising the number of non-integrated work experience opportunities in general.

M14/182.11 STUDENT BAROMETER ACTION PLAN – STUDENT RECRUITMENT (SB/14/252)

The Board received and noted an Action Plan for Student Recruitment, presented by the Director.

The Board noted that Student Recruitment continued to act on feedback regarding the factors which encourage a student to study at HWU. Use of the website, open days and alumni were integrated into recruitment. Student Recruitment were also ensuring that recruitment activities highlighted the employability of HWU graduates, which students felt was average within the UK but which was actually above the average.

The Board noted that a proposal for a central Scholarship Officer had been developed and was under review by the University Executive. This would allow enhanced support for scholarships, which were key to recruitment activities.

The Board noted that application turnaround for PGR applications was behind the UK average and required improvement. Student Recruitment would work in conjunction with the Secretary's Board and the Research & Knowledge Exchange Board to ensure that this improved.

M14/183 REPORTS FROM THE SCHOOLS AND PROFESSIONAL SERVICES (SB/14/253 – 264)

The Board received and noted the monthly reports from the Schools and Professional Services, presented by the Directors of Administration and the Directors of the Professional Services.

The Board noted the following items within the reports:

- that consultation on the Estates Masterplan would be taking place in the coming months and contributions from all colleagues were encouraged;
- that the Aptuit building project would be funded through the Global Platform, though this was still to be approved;
- that the IPE brand remained live and University communications should reflect this;
- that Action Short of Strike had been undertaken by three HWU colleagues and HWU had agreed not to withhold pay for partial performance as part of negotiations;
- that consultation with colleagues regarding the Universities Superannuation Scheme would take place in January 2015;
- that the cycle of Personal Development Reviews (PDRs) was due to recommence and a new PDR form was in place;
- that part 1 of the ELIR visits would take place in early January 2015; and
- that the timing of Open Days had been considered and would remain Fridays and Saturdays due to timetabling and teaching commitments.

M14/184 GROUP FINANCIAL DASHBOARD (SB/14/265)

The Board received and noted the Group Financial Dashboard, presented by the Director of Finance.

The Board noted that there was a £1.3 million variance on surplus for the year to date and also that the majority of Schools were returning a worse than budgeted contribution. Schools were developing mitigation plans to manage the variance on the budget. The Board noted that for SLS the budget/performance gap was due to a planning issue and could not be rectified in this financial year.

M14/185 DIGITAL PRESERVATION POLICY (SB/14/266)

The Board received and noted the Digital Preservation Policy, presented by the Director of Governance & Legal Services.

The Board noted that the Policy had been considered by the Digital Preservation Group and the Collections Committee during development and was intended to govern the preservation of files and the format in which they were stored. The Policy was also intended to link images to the event they had recorded, so that the appropriate meta-data was available in the future.

The Board agreed that the responsibilities and processes involved in the Digital Preservation Policy required further clarification. Amendments should clarify what would constitute a corporate record, where digital records would be kept and the mechanisms for storing such records. The Board also agreed that the role of the Information Governance contact for each School or Professional Service should be clarified.

M14/186 QUARTERLY COMPLAINTS REPORT (SB/14/267)

The Board received and noted the Quarterly Complaints Report, presented by the Academic Registrar.

The Board noted that complaints were not being fully recorded at the international campuses and that this would require amendment in the future. The Board also noted that the two red complaints were currently in progress and steps were being taken to resolve the issues.

M14/187 MOCK AUDIT OF TIER 4 COMPLIANCE (SB/14/269)

The Board received and noted an update on the Mock Audit of Tier 4 Compliance, presented by the Director of Governance & Legal Services.

The Board noted that the mock audit had identified areas in some student records which required urgent remedial action. Refresher training was planned for January 2015 for all colleagues in Schools dealing with student records. Feedback from the mock audit had been provided to Schools. The Chair emphasised the importance of working collaboratively to ensure records were kept appropriately

ANY OTHER BUSINESS

There was no other business discussed.

DATE OF NEXT MEETING: Tuesday 3 February 2015