

SECRETARY'S BOARD

Minutes: 2 September 2014

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| 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 Caroline Brown, Director of Administration (IPE) | Mrs Kathy Patterson, Academic Registrar & Deputy Secretary |
| | Ms Philippa Burrell, Director of Administration (SBE) | Mr Campbell Powrie, Director of Administration (SML) (until 10.20am) |
| | Ms Sue Collier, Director of Governance & Legal Services | Mr Mike Roch, Director of Information Services |
| | Mr Malcolm Deans, Director of Campus Services | Ms Vivienne White, Director of Administration (TEX) |
| | Ms Linsey Fender, Assistant to the Secretary | Ms Janice Yew, Chief Operating Officer (Malaysia) (from 9.45am) |
| In Attendance: | Mr Marcus Gilchrist, Student Systems Business Manager (to present item 2.2) | Ms Lisa Herlihy, Assistant to the Secretariat (Clerk) |
| Observer: | Sarah Thomas, Apprentice to the Secretariat | |
| Apologies: | Ms Maggie Dunn, Director of Administration (SLS) | Ms Sheelagh Wallace, Director of Administration & Registrar (Dubai) |
| | Mr Derek Penman, Director of Administration (EPS) | |

MINUTE REF

M14/132

MINUTES OF THE MEETING OF 6 AUGUST 2014

The Board received and approved the minutes of the meeting held on 6 August 2014 subject to the following amendments:

M14/121 should read 'The Board noted that a separate in-house counselling survey for students using that service *was in operation*', not *would be desirable*.

M14/129.10 should read 'The Board noted that the School of the Built Environment (SBE) were working to develop academic related *administrative processes for SBE Postgraduate Research (PGR) students* starting at the Dubai Campus this year', not *administrative processes for enrolling SBE Postgraduate Research (PGR) students*.

M14/133

MATTERS ARISING REPORT FROM THE MEETING OF 6 AUGUST 2014

M14/112 – The Director of Governance & Legal Services confirmed that the CCTV procedures had been approved by the University Executive at their meeting of 28 August 2014.

M14/118 – The Director of Human Resources Development (HRD) highlighted that the Professional Services Career Progression Procedures and Contribution Pay Procedures were to be presented at the next CJNCC meeting for consultation.

M14/121 – The Chair confirmed that the feedback from the Student Barometer Survey regarding the Dubai Campus would be discussed with Eikon at the next Dubai Campus Executive Committee, scheduled for October 2014.

M14/125 – The Director of HRD noted that the review of informal Flexible Working arrangements would take place over the next few months.

M14/129.2 – The Board noted that the review of the Financial Regulations was ‘in progress’. Once a draft had been completed these would come to the Secretary’s Board first, then be presented to the University Executive for approval before finally being presented to the Audit & Risk Committee for approval. The Board also noted that the Financial Regulations would be presented to the Finance Committee for information.

M14/131 – The Director of Governance & Legal Services highlighted that an update on the Ebola outbreak had been presented to the University Executive. A Working Party comprised of the Edinburgh universities and the Public Health Consultant for NHS Lothian was being organised and the Director of Governance & Legal Services would update the Board following their meeting.

M14/128 – The Board noted that Student Recruitment were developing a method to include ALP data in the Student Recruitment Update. At present the data was only for enrolled ALP students and the Strategy Planning & Business Analyst had suggested that November could be used as the first census point for gathering this data.

M14/108.10 – The Board noted that the first draft of the Oracle Financials diagnostic review had been received. This was a proactive document with long-term actions highlighted. Finance were working to get a single, coherent plan into place based on this review. The Board noted that further training on Oracle was needed and the Director of Finance highlighted that online help was available for staff users. The Chair requested that an action plan come to the Board when complete.

M14/134 POLICIES UNDER DEVELOPMENT REPORT

The Board received and noted the Policies under Development Report up to 2 September 2014.

M14/135 PROJECTS REGISTER (SB/14/158)

The Board received and noted the Strategic Projects Register as at 26 August 2014.

The Board noted that the Strategic Projects Register had been fully embedded in University processes and the methodology was being applied across the University. The Audit & Risk Committee had received the Register and had suggested minor amendments. Subject to these amendments, the Audit & Risk Committee had been satisfied with the Register’s current format and the information presented.

The Board noted that the Malaysia Campus SC4 construction was marked as red on the Projects Register. The Board highlighted that this required further consideration and modification as there were no known issues with the construction of SC4. The yellow status of the iHR People Management System – Phase 1 was also queried and the Director of HRD agreed that he would keep this under review.

M14/136 BUSINESS REPORTED BY THE CHAIR

Senior Recruitment

The Chair notified the Board that a new Director of Marketing & Communications, Martyn Spence, had been appointed. Mr Spence would join the University from 1 January 2015 and would commence work on a Marketing Strategy for the global University.

The Board noted that the interviews for the new Director of Research & Enterprise Services would take place on 5 September 2014. A University panel had interviewed for the position of Director of Administration in MACS on 1 September 2014 and were currently awaiting confirmation of acceptance of an offer.

The appointment of the new Chair of Court was also progressing, with interviews to be held on 11 and 15 September 2014. The advert for the Principal & Vice-Chancellor role was due for publication at the beginning of September and interviews would be held on 1 December 2014.

M14/137 HOME OFFICE UPDATE (SB/14/159)

The Board received and noted the Home Office Update, presented by the Director of Governance & Legal Services

The Board noted that ETS testing had been suspended by the Home Office due to the systemic cheating in some parts of the sector, which had been exposed by a BBC Panorama programme in February. The University would honour offers it had previously made on the basis of ETS tests with additional safeguards in place, in accordance with Home Office guidance.

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

M14/138 STUDENT SYSTEMS QUARTERLY REPORT (SB/14/160)

This item was taken as the first item of business.

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

The Board noted that the Application Review Centre had been used for the first time during the SQA and A Level confirmation process and that this had been a success. Turnaround time within Admissions had been much quicker than in previous years.

The Board noted that new functionality for enrolment had been completed and that a better quality of support for the upcoming enrolments was now in place.

The Student Systems Business Manager highlighted that Ellucian, the designers of the University's new Programme Approval Management System (PAMS), had completed extra design work over and above the requested specification and that the original quotation had been renegotiated in light of this work. Colleagues had been given an opportunity to try out an early version of the PAMS system and this had received positive and useful feedback. It was anticipated that PAMS would become fully operational in January.

The Board noted that the Student Systems Unit's (SSU) work with Malaysia continued to go well and that only one problem had been identified so far.

The Board highlighted that the work on Independent Distance Learner (IDL) online registration and payment would recommence in October due to the lack of availability of Finance staff. It was noted that this date was not absolute, as work on Malaysia and other live projects might continue to affect staff availability. The Board agreed that a 'Plan B' needed to be presented to the next meeting of the Board for consideration. This would require the input of both SSU and Finance.

The Board noted that student attendance tracking had now been rolled out in Malaysia, enabling the Malaysia Campus to meet its statutory obligations. The Board agreed that an investigation into whether this technology could also be used in Dubai would be undertaken. The Director of Governance & Legal Services agreed to liaise with the Director of Administration & Registrar to discuss the progress made on reviewing attendance tracking at other Higher Education Institutions in Dubai.

M14/139 REPORTS FROM THE PROFESSIONAL SERVICES

M14/139.1 BORDERS CAMPUS (SB/14/161)

The Board received and noted the report from the Borders Campus, presented by the Director of Administration & School Registrar (TEX).

The Director of Administration & School Registrar highlighted that TEX would be working with colleagues within the School and across the University to resolve the issues raised in the National Student Survey (NSS). TEX would be drawing up plans to improve the student experience at the Borders Campus.

The Board noted that:

- TEX had recently appointed a web designer to revise their current website;
- the Shuttle Bus service had now been confirmed and would provide transport for students and colleagues; and
- the Borders Campus student facilities continued to be under review.

M14/139.2 CAMPUS SERVICES (SB/14/162)

The Board received and noted the report from Campus Services, presented by the Director.

Space Optimisation Project

The Board noted that the Space Optimisation Project was now at Stage 2, considering the feasibility of the recommendations made in the Stage 1 report. The Project would reach completion in March, rather than December, allowing more time for consultation with academic colleagues.

Student Accommodation

The Board noted that occupancy currently stood at 78% for the Borders Campus, which was expected to rise to the 80% budgeted figure by the contract start date. Occupancy for the Edinburgh Campus currently stood at 90% and it was expected that a rate of 95% would be achieved. Student Support & Accommodation would focus on filling the two buildings currently open before opening a third building to students.

The Board highlighted that the Head of Student Support & Accommodation should liaise with the Director of Administration & School Registrar (TEX) to draw up a proposal regarding accommodation at the Borders Campus in 2015/16.

M14/139.3 DUBAI CAMPUS (SB/14/163)

The Board received and noted the report from the Dubai Campus, presented by the Chair of the Board.

M14/139.4 EDINBURGH SCHOOLS/INSTITUTES (SB/14/164)

The Board received and noted the report from the Edinburgh Schools/Institutes, presented by the Director of Administration (IPE).

The Board noted that:

- IPE were on track to meet their intake targets for Postgraduate Taught (PGT) students;
- a social event had been held for staff of the new merged School of Energy, Geoscience, Infrastructure and Society (EGIS);
- IPE and SBE would continue to operate as separate Schools until a new structure had been put into place; and

- IPE had recently lost all three of their academic staff in Dubai and were recruiting for new staff members. Two new academic staff were due to commence employment in November and January respectively.

Dubai Staff

The Board highlighted that notice periods for Dubai colleagues were shorter than for Scottish campus colleagues. Dubai academic colleagues currently had to give only one month's notice compared with three months for Edinburgh academic colleagues. The Board agreed that a review of notice periods across the University would be undertaken with a view to standardising arrangements.

Academic Year Alignment

The Director of Administration (IPE) highlighted that IPE had been experiencing problems with ensuring that IDL students were able to view 2014/15 courses in Vision when they began their courses in August. This was due to the changeover in academic year.

The Board noted that a formal view on opportunities for multiple entry points was being considered by the Learning & Teaching Board and that colleagues within Schools should notify the Academic Registrar of programmes which deviated from alignment with the academic year. This would then be incorporated into a paper regarding the academic year being drafted by the Academic Registrar for the Learning & Teaching Board's consideration. A copy of the paper would go to the new Academic Registrar when he joined the University in November for information.

The Board noted that current workarounds were costly and that a rewrite of the Student Administration System (SAS) might prove to be more economical in the long-term.

M14/139.5 FINANCE (SB/14/165)

The Board received and noted the report from Finance, presented by the Director.

The Board noted that Finance were completing the year-end accounts in preparation for the arrival of the External Auditors in late September. The Director of Finance emphasised the need for timely reconciliations from Schools in order to meet the requirements of the External Audit.

The Board noted that the audit of additional payments to staff would form part of the new Financial Regulations. The Board also noted that holiday tracking was now mostly complete.

M14/139.6 GOVERNANCE & LEGAL SERVICES (SB/14/166)

The Board received and noted the report from Governance & Legal Services, presented by the Director.

The Board noted that:

- an appointment had been made for the Health & Safety Officer position in Malaysia;
- Risk & Audit Services had reviewed and updated the Online Travel Risk Assessment & Consulate Request Service and would welcome any feedback from colleagues;
- an Invitation to Tender for the Mobile Voice & Data Services had been issued with a due date for return of 15 August 2014.

The Board highlighted that, under the current arrangement with Orange, colleagues received a 20% discount. The Board agreed that the Chief Procurement Officer would update HRD regarding any staff benefits offered by the new provider and HRD would communicate this information to staff.

M14/139.7 HUMAN RESOURCE DEVELOPMENT (SB/14/167)

The Board received and noted the report from HRD, presented by the Director.

The Director of HRD highlighted that the iHR system was going into its last weeks of testing. Self-service full functionality was on track to launch for all colleagues in October 2014.

The Board noted the success of the Aurora programme, a leadership development initiative aimed at widening the number of women in high-level academic and professional service roles. Recruitment for the next cohort of Aurora programme participants would begin soon and the number of nominations would be considered carefully, following concerns that the University's 2013/14 cohort was too large. The Board also noted that the opportunity to volunteer to partake in the Aurora programme would be open to colleagues across all Schools and Directorates.

M14/139.8 INFORMATION SERVICES (SB/14/168)

The Board received and note the report from Information Services (IS), presented by the Director.

The Board noted that, following the move of Malaysia colleagues from 2C2 to 5C4, IS were now organising the phased transfer of the data and equipment which had been in use at 2C2.

The Director of IS highlighted that the makeover of the Edinburgh Campus library was complete and that new study spaces had been created for both individual and group study. The Board noted that the library would be trialling 24/7 opening throughout Semester 1 and 2 in 2014/15. In previous years 24/7 opening had begun later in the semester. The Board agreed that the Director of IS would communicate the 24/7 opening to all Edinburgh colleagues.

The Board also noted that the Campus Services Management Board had approved the overhaul of the ventilation in the Edinburgh Campus library and that this would be completed early in Semester 1. This work would not be disruptive for students. The Chair noted that the enhancement of the library had used a large proportion of the current year's maintenance budget.

The Director of IS drew the Board's attention to the agreement of the Information Services Committee that the staff email system would be transitioned to the Microsoft-managed Office 365 system. This would reduce risk by giving staff access to a service which would be managed 24/7 and which provided secure mechanisms for sharing data. It would also ensure that colleagues and students were once again on the same system.

M14/139.9 MALAYSIA CAMPUS (SB/14/169)

The Board received and noted the report from the Malaysia Campus, presented by the Chief Operating Officer (Malaysia).

The Board noted that the first new students had arrived on campus and that many student volunteers had helped with their orientation. There were currently 218 students at the Malaysia Campus, with a second intake due to arrive in two weeks.

The Chief Operating Officer (Malaysia) highlighted that, while there were some issues with the new campus buildings, these were all being dealt with. The Director of Campus Services added that Campus Services were aware of all of the issues. The Chief Operating Office (Malaysia) noted that Malaysia Campus were receiving help from Edinburgh colleagues in ensuring a smooth start to the semester in Malaysia.

M14/139.10 MARKETING & COMMUNICATIONS (SB/14/170)

The Board received and noted the report from Marketing & Communications, presented by the Chair.

The Board noted that the Princess Royal would not be available to open the Malaysia Campus in February and that plans were already underway to organise ministerial representation for the official opening.

M14/139.11 REGISTRY SERVICES (SB/14/171)

The Board received and noted the report from Registry Services, presented by the Academic Registrar & Deputy Secretary.

The Board noted that the Careers Service had purchased a global careers database which provided careers advice and job opportunities worldwide. This would be available to all University students and usage of the database would be monitored. The Head of Student Support & Accommodation was undertaking a review of the student webpages to ensure that these were more relevant to students and that information was grouped thematically and therefore easier for students to access. This would be completed in time for the beginning of the semester.

The Board noted that resits had taken place over the summer and that online results for these resits had now been released. 6,500 students had enrolled online and a welcome event for 'freshers' was to be held in the coming weekend.

The Academic Registrar & Deputy Secretary highlighted that the University had submitted documents to the Quality Assurance Agency for Higher Education (QAA) review of the West Indies. The University would arrange for the QAA to meet with a group of IDLs studying in Trinidad during its overseas visit from 10 to 22 November 2014.

The Board noted that the Student Union were preparing for Freshers' week and had 120 Freshers' helpers on hand to aid new students with settling in. The Student Union had developed an electronic planner which would allow new students to download a personalised itinerary including both academic and social events.

M14/139.12 RESEARCH & ENTERPRISE SERVICES (SB/14/172)

The Board received and noted the report from Research & Enterprise Services (RES), presented by the Interim Director of RES.

The Board noted that the University had received £28.7 million in new funding, a significant increase compared to the average over the last five years, though not as high as the figure for 2012/13 (£35 million). The Board also noted that RES continued to be involved in the development of the Research Management Administration System (RMAS) project.

The Interim Director of RES highlighted that the first appointed member of the Oil & Gas Innovation Centre (OGIC) Team in Aberdeen had begun work and that a Chief Executive for OGIC had been appointed.

M14/139.13 STUDENT RECRUITMENT (SB/14/173)

The Board received and noted the report from Student Recruitment, presented by the Director.

Scottish Campuses – Undergraduate (UG)

The Board noted that UG targets had been met in all categories. SIMD 40 recruitment had reached 333 students, reflecting a planned increase of 6%. Rest of UK (RUK) recruitment had exceeded target by 10% and International recruitment had exceeded target by 16%.

Overall there had been 16% over-recruitment for UG students in the Scottish/EU category. As noted at the last meeting of the Board, controls would be put into place in 2015/16 to mitigate the risk of over-recruitment.

Scottish Campuses – Postgraduate Taught (PGT)

The Board noted that acceptances for PGT places were still being received and that 1,072 acceptances had been received to date. This indicated that the target for PGT students would be met and the Director of Student Recruitment highlighted that recruitment had been variable across Schools.

Dubai Campus

The Board noted that recruitment at the Dubai Campus had been generally positive. It was expected that Dubai would meet recruitment targets for Undergraduate, Postgraduate and Degree Entry Programme students. It was not considered likely that these targets would be greatly exceeded.

Malaysia Campus

The Board noted that, following the release of A Level and STPM results, student registration had increased. Malaysia Campus intake was at ~400 for the July and September intakes, 75% of the target in the revised business plan, while exceeding the original Foundation Programme target. The overall Campus population was expected to reach c. 500 after September 2014.

IDL

The Board noted that data was being collated to create a baseline for further reporting of IDL numbers. 1,700 applications had currently been received and 70% of applicants had received an offer. The Director of Student Recruitment highlighted that a fuller report would be available after November, which was to provide the first census point for IDL recruitment.

Student Recruitment Directorate

The Board noted that Student Recruitment had been attending a full range of UCAS conventions and would continue to do so through to November. Planning was also underway for University Open Days for the Scottish Campuses between September and November 2014.

The Board also noted that the China office team and India in-country manager had recently visited the Edinburgh Campus and had held workshops for Admissions colleagues as well as meeting individually with colleagues in Schools.

The Board queried the recent suggestion that the Scottish Funding Council (SFC) might be reducing caps on recruitment. The Director of Student Recruitment highlighted that penalties for over-recruitment could potentially be lessened but that no confirmation had yet been received from the SFC.

The Board noted that, with relation to China, projected recruitment of students was currently exceeding that in the business case. This would be clarified when students began their studies and Student Recruitment were keeping the balance of nationalities on courses under review. The Board highlighted that the China Strategy Working Group, which had oversight of activities in China, reported in to the International Strategy Board (ISB). The remit of ISB had recently been reviewed by the University Executive and it had been agreed that ISB would have a role in assessing business cases for international activities, including the viability of partnerships. Revised Terms of Reference would come to the Secretary's Board for information and the membership of ISB would be reconsidered.

M14/140 GROUP FINANCIAL DASHBOARD (SB/14/174)

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

The Board noted that the University had a surplus of £12.5 million at the year-end 2013/14, with a positive variance of £6.4 million over the budgeted surplus. This was partially due to a windfall sales receipt, as well as unspent provisions.

The Director of Finance highlighted that:

- Finance continued to work to associate income with the appropriate budget;
- there was a £2 million shortfall against the budgeted contribution for Schools;
- the Professional Services had met budgeted targets; and
- the University had ended the year with the lowest student debt in ten years, thanks to additional staffing and the introduction of the Oracle system.

M14/141 MONITORING THE STUDENT EXPERIENCE (SB/14/178)

The Board received and noted the presentation on Monitoring the Student Experience, given by the Academic Registrar & Deputy Secretary.

The Board noted the Student Barometer Survey results, considered at the August meeting of the Board, highlighted areas in which the University had performed well and also areas which required improvement. The Academic Registrar & Deputy Secretary highlighted that the Board had oversight of the student experience and therefore needed an action plan to deal with the issues raised. This would then aid the University in taking action and providing feedback to students.

The Board agreed that the Professional Service reports usually presented at Secretary's Board meetings would be included in the papers for the next meeting in October, but not discussed at the meeting. Instead each Professional Service would feed back on the actions that were being taken in response to the feedback from the Student Barometer Survey. The Academic Registrar & Deputy Secretary would liaise with any members of the Board who wished for further clarification and assistance.

The Board noted that the results of the National Student Survey fell under the remit of the Learning & Teaching Board and its subcommittees and would not be included in the report of the Secretary's Board. The Student Union would report back to the Secretary's Board through Registry Services.

The Board highlighted that the Student Barometer Survey would take place again in October and that the Academic Registrar & Deputy Secretary was meeting with iGraduate regarding the University's requirements for the Survey.

M14/142 STUDENT SURVEY FRAMEWORK & PROCESS (SB/14/179)

The Board received and noted the Student Survey Framework and Process, presented by the Academic Registrar & Deputy Secretary.

The Board noted that the Framework & Process had been presented to the Student Learning Experience Committee and would be reported to the Learning & Teaching Board through this Committee.

M14/143 QUARTERLY COMPLAINTS REPORT (SB/14/175)

The Board received the Quarterly Complaints Report and recommended it to the University Executive for onward presentation to the Court, subject to the following amendment:

- that complaint 2.17 was altered so that it was not in the red category, as this was incorrect.

The Board received clarification on complaint 2.11, which was also in the red category. The Academic Registrar & Deputy Secretary highlighted that Registry Services were in the process of making contact with the student who had raised the complaint and would resolve the issue once contact had been made.

M14/144 REPORT FROM THE STRATEGIC INFORMATION SERVICES COMMITTEE (ORAL UPDATE)

The Board received and noted the oral update from the Strategic Information Services Committee, given by the Director of IS.

M14/133 – The Board noted that the ISS system, which had preceded SAS, was still in use as a shadow system. A Working Group had been brought together to consider what data held in ISS was still needed by colleagues and how this could be stored. The Group had proposed that a database was created in Banner which would hold information on students who had graduated from the University prior to SAS coming into place.

The Board noted that Schools should be involved in this Working Group and that the Director of IS would consider how this would be arranged.

M14/131 ANY OTHER BUSINESS

No other business was discussed.

DATE OF NEXT MEETING: Tuesday 7 October 2014