

PRIVATE & CONFIDENTIAL

THE UNIVERSITY EXECUTIVE

Minutes of the meeting held on 11 November 2014

Present:

Prof S Chapman, Principal (Chair)
Prof R J M Craik, Vice-Principal (Malaysia) (by Skype)
Ms A-M Dalton, Secretary of the University
Prof G Gibson, Act. Head, Mathematical & Comp Sci (MACS)
Prof G Hogg, Deputy Principal (External Relations)
Prof J Jones, Vice-Principal
Prof A Kaka, Vice-Principal (Dubai) (by Skype)
Mr A Kitchin, Joint Head, Edinburgh Business School (EBS)

Prof R MacIntosh, Head, Management & Languages (SML)
Prof S McLaughlin, Head, Eng. & Physical Sciences (EPS)
Mr A Menzies, Director of Finance
Prof A Miller, Deputy Principal (Research & KT)
Prof P Morris, Act. Head, Life Sciences (SLS)
Prof G Pender, Head, The Built Environment (SBE)
Prof J W Sawkins, Deputy Principal (Learning & Teaching)

Present also:

Mr R McGookin, Director of Planning
Ms C McCoy, Senior Development Exec (for paper item 144)
Mr S Watson, Alumni Fund Officer (for paper item 144)

Prof P Woodward (for paper item 138)
Ms L Kirkwood-Smith, (Clerk to the UE)

Apologies:

Prof F Waldron, Head, Textiles and Design (TEX)

M14/90 WELCOME

The Chair welcomed the following:

- Professor Peter Woodward, who attended for item M/14/96.1
- Ms Cara McCoy, Senior Development Executive, who attended for item M14/102
- Steve Watson, Annual Fund Officer, who attended for item M14/102

M14/91 MINUTES OF THE PREVIOUS MEETING

The UE approved the minutes of the meeting held on 25 September 2014.

M14/92 MATTERS ARISING AND ACTION LOG

92.1 Action Log:

The UE received and noted the Action Log report relating to the meeting held on 26 September 2014.

Matters Arising:

92.2 Undergraduate Studies Committee

The Head of School, SML, reported on the recent rejection by the Undergraduate Studies Committee of two proposals which concerned BBA programmes and an Accountancy Pathway. Key members of staff with knowledge who could have explained and spoken in support of the proposals had been absent from the meeting.

UE endorsement was indicated for an extraordinary meeting of the committee to be held on 4 December 2014 to reconsider the two matters in question as these were strategically important. While acknowledging that normal practice ought to be that paper authors are present when their items are considered, it was noted that the recent experience had given rise to some concern and

disappointment, as expressed by a few members, about constitutional and operational aspects of the Committee.

M14/93 BUSINESS REPORTED BY THE CHAIR

93.1 Commemorative stone

The Principal updated the UE on a commemorative stone that had been gifted to the University by Historic Scotland. A formal unveiling at its site on campus would take place shortly.

93.2 UE group photograph

93.2

The Principal advised that each member of the UE will receive a copy of the UE group photograph taken at the October 2014 UE Away Day.

93.3 Honorary Degree nominations

The Principal encouraged UE members to encourage their School / Service staff to consider making submissions in response to calls for Honorary Degree nominations. It was aimed that improvements would be achieved in the numbers of future nominations received by the Honorary Degrees Working Group and also the proportion of female nominations. With a few exceptions remaining, all 2015 honorary graduates for June and November 2015 ceremonies were confirmed: the next few rounds of nominations will therefore be associated with awards to be conferred in 2016.

M14/94 CONSULTATION AND PUBLICATIONS LOG (Paper UE/14/137)

The UE received and noted a Consultations and Publications Log which reported on current consultations with a deadline date for responses up until late November 2014 and recently released external publications.

M14/95 PREPARING FOR THE 2014/15 PLANNING ROUND

The UE received and discussed a presentation provided by the Vice-Principal which highlighted factors which would influence assumptions underpinning the 2015 Five Year Financial Plan. Factors highlighted for UE discussion included:

- achievement of cost reductions in 2014/15 of around £400 k;
- moderation of future postgraduate taught course income targets of around £1 million;
- whether the UE was content to endorse future Global Platform and James Watt Scholarship investments and was content that these investments will make research income plans feasible;
- whether the UE agreed the timetable and boundary conditions for the HWU Malaysia Plan; and
- the consequences of planning assumptions on infrastructure investment capacity.

The Vice-Principal's presentation focused on current performance against the Plan and actions required at the Quarter 1 forecast; the changes that have occurred since approval of the 2014/15 Plan in June 2014; and options to keep the Strategic Plan on track.

The UE noted and discussed the following variations against the 2014/15 Five Year Financial Plan:

- an overall £1 million shortfall against student recruitment targets (Scottish, Dubai, Malaysia campuses combined). Mitigating action would need to be considered in this year's planning round. The Vice-Principal asked UE members to consider whether it would be necessary to moderate the Five-Year Plan in relation to future recruitment targets;
- research income, which on the basis of historic patterns of estimated outturn may well be at adverse variance to target. It was noted; however, that a short-fall might be to the tune of only a few hundred thousand pounds. Awards in the year had got off to a slow start and this remained an area for careful review and monitoring in the current planning round. The importance of continuing Global Platform appointments in mitigation of this area of financial risk was noted;
- the required contingency release. It was noted that the amount required to cover shortfall in income in the current year, in addition to the amount already committed (e.g. to fund strategic projects) amounted to £3.284 million – i.e. a little under £400 k more than the budgeted level of

contingency in the year. The Director of Finance highlighted at this point that the University would make savings on a budgeted increase in pension contributions in the year which would not come to pass, thus releasing some budget provision;

- a roll forward reduction against the previous plan of £2 million per annum in the bottom line outturn for the Malaysia Campus. The consequences of this change will need careful consideration;
- an increase from 1.5% to 2% increases in overall pay costs will add £0.75 million to the pay bill in 2015/16; and
- the scenario of slower than originally planned global platform and PhD student recruitment with associated slower returns.

The Vice-Principal highlighted, as the one key discretionary area against which to balance year-end surplus lay with infrastructure / IT investments, for which £3 million had been included in the 2014 version of the Plan for 2015/15. It was recommended by the Director of Finance that, in this regard, consideration be given also to external capital grants and capitalisation arrangements. It was noted that the alternative to reducing costs through decreased own funds investment in infrastructure will be a requirement for larger contributions from Schools and/or cost reductions in Professional Services.

The UE endorsed the following:

95.1 Malaysia Plan

It was agreed that a full discussion will need to take place between the Vice-Principal (Malaysia), the Deputy Principal (External Relations) and the Heads of Schools to consider all Plan assumptions and determine the extent of the scope to reduce planned costs and to increase/advance income streams. The UE noted a report from the Vice-Principal (Malaysia) on steps actively being taken to stop or reduce both pay and non-pay costs to mitigate the income shortfall against budget in the current year. The Vice-Principal highlighted also postgraduate recruitment opportunities that could be opened up if support was provided by the University's China Office.

The Principal advised that development of the HWUM Plan should be included as a standing item on the UE agenda over coming months.

95.2 Postgraduate overseas student recruitment

The UE agreed that detailed consideration of future postgraduate taught course targets should be undertaken, via the planning round process, on an individual School by School basis.

It was agreed also that the potential benefits of a centralised approach to postgraduate student recruitment should be revisited.

95.3 Global Platform and other investments

The UE agreed support for continuation of investment in the Global Platform initiative. It was noted in this regard that not all of the planned level of investment in the 2014 version of the Plan will be spent in the coming year. It was agreed also that the preferred solution to balancing the budget will be one which preserves infrastructure investments at least at the currently planned level.

95.4 2014/15 budget

In the current budget year 2014/15, it was noted that there was potentially a significant shortfall in income from tuition fees and indirect cost recovery from research grants, which would need to be addressed in the preparation of the Quarter 1 forecast by concomitant expenditure reductions in order to avoid exceeding the available contingency funds. For future years, some material risks to previously planned income were identified which if unmitigated would require increased net contributions from Schools and reductions in expenditure by Professional Services in order to continue to satisfy the requirements of the strategic plan. Indicative contribution increases/expenditure reductions of around 0.75% of gross income were discussed. It was agreed that these issues should be addressed in the current round of planning meetings.

The Secretary of the University proposed that consideration be given to a University wide non-pay spend review.

M14/96 REPORTS FROM SCHOOLS/POSTGRADUATE INSTITUTES AND VICE-PRINCIPALS (DUBAI AND MALAYSIA)

The UE received oral updates including items of news from Heads of Schools and the Vice-Principals (Dubai and Malaysia) who were present.

96.1 Update on developments towards establishment of a Centre of Excellence for High Speed Rail Research (Paper UE/14/138)

The UE noted and discussed a report, presented by the Director of the Institute of Infrastructure and Environment (IIE), which provided an update on the work taking place to secure funding for the creation of a Centre of Excellence for High Speed Rail Research on the University's Edinburgh Campus. It was noted that the Centre would provide the physical facility forming part of wider plans to create a largely 'virtual' Rail Systems Advanced Research Centre in a partnership bringing together the wider research community and industry.

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

96.2 Pre-sessional English students: visa costs

The Principal endorsed an approach, proposed by the School of Management & Languages, involving an offer available to students who have enrolled on a pre-sessional English course to meet the cost a subsequent visa application for the purposes of continuing on to degree study. It was agreed that this concession should be considered further for potential to adopt University-wide.

M14/97 REPORT FROM THE DEPUTY PRINCIPAL (LEARNING & TEACHING) (Paper UE/14/139)

The UE received and noted a report which was presented by the Deputy Principal (Learning & Teaching).

The UE agreed that particular thanks and appreciation should be recorded in relation to the work carried out by Dr Maggie King in support of preparations for the 2015 ELIR.

The Deputy Principal thanked the Vice-Principals (Dubai and Malaysia) and other members of the University Executive for their reading of and input into the ELIR Reflective Analysis documentation.

M14/98 REPORT FROM THE LEARNING AND TEACHING BOARD (Paper UE/14/140)

The UE received and noted a report, presented by the Deputy Principal (Learning & Teaching) on behalf of the Learning & Teaching Board, which related to the meeting of the Board held on 22 October 2014. All items in the report were presented for information and the UE approved the report for onward presentation to the Senate at its next meeting.

The UE received, noted and approved for onward presentation to the Senate, the Annual Strategic Review Report of the Board for 2013/14 which was appended to the Board's report and would be also be considered by the Quality and Standards Committee.

98.1 UCU assessment boycott

In relation to the invitation to its members from the UCU to take part in industrial action in the form of an assessment boycott starting from 6 November 2014, the UE noted that HRD had subsequently disseminated advice to University staff. Staff had been requested that, should they decide to take part in the action, they should complete a form registering their intent and the date from which assessment duties will be withdrawn. The UE noted that none of its members present at the meeting had received such confirmation from any staff member. It was noted that this could indicate a lack of staff support for the action; however, if student feedback was being withdrawn without the relevant Heads being informed, this would be a cause for concern. It was agreed that the HoS, EPS would seek advice from the Director of HRD on an appropriate form of words to include in further staff communications.

The Deputy Principal (Learning & Teaching) advised that he remained in close liaison with Student Union representatives on the matter and the class student representative network will be used to feed-back on any evidence of staff action to the Deputy Principal. He advised that, in turn, he will feedback as appropriate to Heads of Schools.

M14/99 REPORT FROM THE SECRETARY OF THE UNIVERSITY AND THE SECRETARY'S BOARD (Paper UE/14/141)

The UE received and noted a report which was presented by the Secretary of the University on behalf of the Secretary's Board and which comprised a Secretary's Board Bulletin dated October 2014 and a report on the meeting of the Board which was held on 7 October 2014. The Secretary of the University highlighted the approach in the October meeting to give particular focus to the student experience and School and Professional Service actions being taken in response to feedback from the Student Barometer Survey.

99.1 Governance Bulletin

At the request of the Principal, the UE agreed that any dissemination of information on key decision-making of the Court, the Senate and the University Executive should be by way of a separate 'governance bulletin'. While this may be disseminated alongside the Secretary's Board bulletin it should be a distinct report. The Secretary of the University agreed to implement this changed arrangement.

99.2 iHR system

The Secretary of the University drew attention to the report that the first steps in making the iHR system live had been completed.

In relation to roll out of the iHR system, a few members raised discussion about arrangements around password security, highlighting some concern that security questions associated with password resetting were basic and might be guessed at by anyone so minded to breach internal security of the system data. The Secretary of the University agreed to raise this concern with Human Resources Development and Information Services.

M14/100 ANNUAL ACCOUNTS AND FINANCIAL STATEMENTS 2013/14 (Paper UE/14/142)

The UE received and noted Annual Accounts and Financial Statements for the year ended 31 July 2013/14 which were presented in near final form by the Director of Finance. The Director of Finance drew the attention of the UE to the key factors in the annual accounts that had contributed to the University's outturn net surplus for the year of £12.1 million.

The UE approved the Accounts for onward presentation to the Finance and Audit & Risk Committees at their forthcoming meetings in November 2014, and subsequent presentation to the Court for approval in December 2014. The UE noted sections of the report marked 'to be update' which should be complete in final form by the time of the Finance Committee meeting.

M14/101 HEALTH & SAFETY POLICY AND ANNUAL REPORT (Paper UE/14/143)

The UE received and noted an updated Health & Safety Policy and an Annual Report by the University Health and Safety Committee for the year to 31 July 2014 which were presented by the Secretary of the University.

The updated Health & Safety Policy was approved for onward presentation to the Court at its meeting in December 2014.

M14/102 MANAGEMENT OF SCHOLARSHIPS AND BURSARIES (Paper UE/14/144)

The UE received and discussed proposals in relation to the management of University scholarships and bursaries, which were presented by the Senior Development Executive and the Annual Fund Officer of the Development & Alumni service.

The UE discussed and approved the following recommendations which were aimed at improving the effectiveness of the management of scholarships and bursaries, noting that a priority of the University's Fundraising Campaign is to raise significant funds to support student scholarships:

- development of a centralised service to administer University scholarships, bursaries and prizes; and
- the creation of a dedicated Scholarships Manager to provide the above service, and to ensure that students can access the maximum benefit from funding opportunities available (the UE noted a proposed outline role description).

The UE agreed that the locus of the new centralised service would be better placed within the Academic Registry.

The UE noted and discussed a reported potential opportunity for funding to help support the cost of the new post, through use of endowment funding, noting also the budget provision made by the University to fund scholarships and bursaries.

The UE agreed, in relation to the requirement to ensure that funds aimed at supporting widening access aims are protected, that further work should be undertaken to ensure that the relevant endowments are properly aligned to the University's strategic aims for widening access. Such steps would reduce any budgetary risk and the scale of any consequent potential underwriting by the University. It was noted that appropriate application of endowed funds to support widening access might potentially free up the University's other resources sufficiently to meet the additional costs associated with the improved service proposed.

It was agreed that Development & Alumni should be invited to prepare a report confirming the value of endowed funds and gifts which fall into this category. The UE agreed that a funding proposal should be developed which enables the cost of the new position to be covered, avoiding the need for the additional cost to be met through increased contributions from Schools and/or concomitant savings made in the budget for Professional Services.

The Secretary of the University agreed to communicate further with the relevant colleagues in Development & Alumni in relation to completion of the above actions.

M14/103 PROMOTING GOOD RELATIONS ON CAMPUS POLICY FRAMEWORK (Paper UE/14/145)

The UE received and approved for implementation a draft 'Promoting Good Relations on Campus Policy Framework', which was presented by the Secretary of the University. It was noted that the Policy had been shortened in accordance with a request by the UE when it first considered the draft Policy at its meeting in August 2014.

The purpose of the Policy remained to provide a framework for the ways in which the University will develop a culture where relationships between diverse groups and individuals enhance the learning experience, facilitate the development of identity, and contribute to an inclusive society.

M14/104 REPORT FROM THE CAMPUS SERVICES MANAGEMENT BOARD

The UE received and noted a report, presented by the Secretary of the University on behalf of the Campus Services Management Board, which related to the meeting of the Board held on 19 August 2014.

The Deputy Principal (Learning & Teaching) requested a correction to the minute in relation to item 6 of the report which suggested that he was leading work to appraise campus study space. A working group had been established to undertake this role and to lead the required consultation. It was suggested that part of the minute should be deleted and the Secretary of the University should agree alternative wording for insertion in this section of the minutes.

M14/105 REPORT FROM THE COLLECTIONS COMMITTEE (Paper UE/14/147)

The UE received and noted a report from the University Collections Committee for the period from September 2012 until August 2014 which reported on collections strategy, policy and management.

The UE agreed to recommend the report for onward presentation to the Finance Committee at its next meeting to be held in November 2014, noting the requirement that the Collections committee should report annually on the management of the university collections.

M14/106 UNIVERSITY COMPLAINTS: ANNUAL REPORT FOR 2013/14 (Paper UE/14/148)

The UE received and noted an Annual Report for 2013/14 of complaints received and managed by the University which was presented by the Secretary of the University. In accordance with advice contained within Scottish Public Services Ombudsman legislation for Scottish higher education institutions, the report fulfilled the obligation to record all complaints so that the data can be used for analysis and management reporting, and to report on and publish annual figures, both internally and externally including a summary of lessons learned.

The UE recommended the report for onward presentation to the Court at its next meeting.

M14/107 REPORT FROM THE DEPUTY PRINCIPAL (EXTERNAL RELATIONS)

The UE received oral updates from the Deputy Principal (External Relations):

107.1 Athena SWAN

The Deputy Principal updated the UE on plans by the Equality Challenge Unit (through merger of the Athena SWAN charter and the gender equality charter), to expand the Athena SWAN charter in 2015 to include all disciplines (including arts, humanities, social science, business and law departments alongside the current science, technology, engineering, mathematics and medicine disciplines). Proposed future changes would also involve expansion of the Athena SWAN charter to incorporate a wider group of staff, including professional service staff.

107.2 Senior academic promotions round 2015

The Deputy Principal updated the UE on preparatory plans in relation to the next senior academic promotions round in 2015. She planned to lead two open sessions for staff in December 2014 and encouraged leader/reviewers to identify those who may have an interest in pursuing promotion and to support them through that process.

The Deputy Principal agreed to circulate dates of the planned open days. The UE noted the closing date of 31 March 2015 for cases to be considered by the senior academic promotions board.

107.3 Open Education Resources

The Deputy Principal updated the UE on plans for a workshop to be organised within the University by the Open University in January 2015.

M14/108 REVIEW OF THE ROLE OF DEANS (Paper UE/14/150)

The UE received and discussed a report, presented by the Deputy Principal (External Relations), on the outcomes of a review of the role of University Deans.

The UE noted that the current Deans had been invited to consider the report and to submit their own response. The Deputy Principal circulated copies of a report received from the Deans setting out their collective response. It was noted that responses related to an earlier version of the Deputy Principal's report. Nevertheless, the UE considered the responses of the Deans to each section of the report where the Deans had raised any particular area of concern, or had presented recommendations.

The UE discussed the report and the Deans responses in the following areas and agreed to submit its recommendations for further consideration by the Senate Business Committee and the Senate:

108.1 Studies Committees' structure

For the reasons outlined in the report, the UE was highly supportive of the proposal that the studies committees should be structured so that the remit of one committee should cover taught courses, while the remit of the other covers research degrees.

108.2 Independent representation on academic appointment panels

The UE considered and agreed with the proposal in the report that the 'independent' role of the Deans in relation to membership of academic appointment panels could be fulfilled by a member of staff of appropriate seniority and expertise drawn from another School. It was agreed further that the nomination of an individual to fulfil this function, need not be restricted to nomination by a Dean.

The UE agreed that Deans should actively contribute to development of the criteria for the measure of 'independence', and have a role to ensure that appropriate processes are applied and that appropriate independent input can be demonstrated.

108.3 Academic Probation

The UE considered the rationale presented in the report for involvement of the Deans at the level of establishing probation requirements at a more general level and agreed to recommend this approach to the Senate Business Committee and the Senate.

The UE considered that the authority to set individuals' probation targets ought to rest with the relevant Head of School. The UE formed the view that the role of the Deans ought to be one of oversight, including involvement in the decision-making around criteria, principles and processes that should be applied, ensuring that these are applied with consistency across the University. The role of a University Dean ought not to extend to review of any individual case.

108.4 Administrative support

The UE considered the case presented in the report in relation to administrative support and agreed to recommend that an administrative support resource should be established, based within the Academic Registry (not a separate 'Deans Office', however). The UE was supportive of the proposal in the report that funding for a new support post might be secured by way of re-direction of financial savings released through a reduction in Deans' work days.

108.5 Graduation Ceremony attendance

The UE considered the case for the addition of a Dean in attendance at each overseas graduation ceremony (ref response from the Deans to this section of the review report). The UE's agreed response was that it should not be necessary to increase the University resource deployed to support overseas graduation ceremonies. Attendance of a Dean at an overseas ceremony should therefore be contingent on that Dean having a pre-planned visit and activities in the overseas location and when attendance at a graduation ceremony is therefore part of a wider range of necessary overseas activities.

108.6 International Campuses

The UE noted the response from the University Deans which related to QAA oversight across campuses and accepted the advice of the Deputy Principal (Learning & Teaching) that Deans' assistance in this area should be prompted by way of a request for particular assistance from the Deputy Principal (Learning & Teaching).

108.7 Titles

The UE noted the issues raised in the report in relation to constituencies covered by respective Deans and agreed on the need for constituency boundaries to be re-considered.

The UE agreed to recommend to the Senate Business Committee and the Senate that the title of each Dean should be 'Dean of the University', while supporting the proposal that the title 'Senior Dean' should remain for Professor Phillip John until he demits office.

108.8 Membership of the Court

The Secretary of the University requested that an addition be made to the report of the review to reflect the change included in the draft revised Statute on the Court (Statute 4 in the revised Statutes), such that membership of the Court will include a “Dean elected by the Senate”. (In the revised Statute this membership place sits alongside “up to three members of the Senate elected by the Senate”, while the current Statute stipulates “four members of the Senate”).

108.9 Further comments

The Deputy Principal (External Relations) requested that any further comments on the report or in relation to the Deans’ responses should be directed to her as soon as possible.

The Deputy Principal agreed to update the report in the light of the views expressed by the UE.

M14/109 HWUM PROJECT BOARD REPORT AND FINAL PROJECT REPORT ON TRANSITION FROM PROJECT TO OPERATIONAL STATUS (Paper UE/14/152)

The UE received and noted reports which were presented by Deputy Principal (External Relations). These included:

- a report from the October 2014 meeting of the Malaysia Project Board which provided updates on student recruitment, approval of programmes, financial aspects, the main campus development and student accommodation, staff appointments, and risk register highlighting key recent changes to risk profile; and
- the report (as at 29 October 2014) on Project Scope confirming transition from project to operational status.

It was noted that, as of October 2014, the phased transition remained on schedule, to be complete by the end of the project in December 2014. This process marks the transition of operational management control to HWUM, although a defined relationship and specified services between HWU and HWUM beyond the termination of project phase will be in place to ensure ongoing effective governance and management arrangements between the two.

The Project Scope report confirmed key roles and responsibilities and reported on major outputs with commentary on current status and expected completion/ transition date and lead HWU and HWUM individuals in the areas of:

- academic planning and development;
- licensing and accreditation;
- building and campus development;
- business case, finance and planning;
- marketing, brand and recruitment;
- staffing strategy and staff development;
- information systems;
- governance;
- legal and contractual arrangements;
- professional services; and
- Student experience

It was noted that the Court had been advised previously that it would receive a report detailing plans for the process of transition of HWUM from project phase to operational business phase at its meeting in December 2014. The UE was content for the report to be presented to the Court.

M14/110 REPORT FROM THE DEPUTY PRINCIPAL (RESEARCH & KT) (Paper UE/14/ 153)

The UE received and noted a report presented by the Deputy Principal (Research & KT). The report provided an update on research grants and contracts: proposals and awards for the period to the end of October 2014 (period 3); the adoption of Researchfish by all UK Research Councils and associated short term actions within the University; the process and timetable for release of REF2014 results; a

report of key issues identified for the next REF exercise; and notice of the official launch of the Oil and Gas Innovation Centre on 10 November 2014.

111.1 REF 2014

The UE noted that all UK higher education institutions will receive their individual results along with UK averages for each Unit of Assessment on 16 December and will have access to all UK results on 17 December. Public announcement will be restricted until 18 December. The UE noted the report of the process for internal dissemination and analysis of the results and public statements. It was noted that the Principal will convene an open meeting with staff to announce the results on 18 December 2014.

111.2 REF

The UE noted and discussed 'key issues for the next REF', as presented in the report.

It was noted that aside from research leaders who will drive performance, other issues, falling across a number of categories of activity and resource would essentially involve the mechanics (of systems, processes, dedicated support staff resource and supporting infrastructure investments). The new software support will ensure that the University is in a stronger position for the next REF exercise.

In relation to one of the highlighted 'primary risks for the next REF': failure to align job functions to REF eligibility criteria, It was noted that care will need to be taken to ensure that no risks arise from individuals' job titles and associated contracts of employment, for example, a teaching only contract of employment which appears to meet the criteria for REF submission. It was agreed that discussions should take place with Human Resources Development to ensure that practices are appropriate and that there is consistency in the annual HESA staff return.

M14/112 REPORT FROM THE RESEARCH AND KNOWLEDGE EXCHANGE BOARD (Paper UE/14/154)

The UE received and noted a report, presented by the Deputy Principal (Research & KT) on behalf of the Research & Knowledge Exchange Board, which related to the meeting of the Board held on 16 October 2014. It was noted that the sole focus of the meeting had been on individual School research and knowledge exchange strategies. The UE approved the report for onward presentation to the Senate at its next meeting.

M14/113 INTERNATIONAL STRATEGY BOARD TERMS OF REFERENCE (Paper UE/14/157)

The UE received and approved for implementation updated Terms of Reference for the International Strategy Board which were presented by the Deputy Principal (External Relations) on behalf of the Board.

The UE noted that the Terms of Reference, which were considered and approved by the Board at its meeting on 30 October 2014, had been reviewed and revised as part of the normal annual programme of terms of reference review.

M14/114 DATE OF NEXT MEETING

The UE noted a discrepancy in relation to the reported date of the next meeting. The clerk agreed to confirm the date with members. It appeared that the original date of Thursday 11 December had changed to Friday 12 December 2014.

(Addendum: the date was subsequently confirmed: 12 December 2014).

Signed

Date