

THE UNIVERSITY EXECUTIVE

Minutes of the meeting held on 26 February 2015

Present:

Prof S Chapman, Principal (Chair)
Prof R J M Craik, Vice-Principal (Malaysia) (via 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) (via 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 P Morris, Act. Head, Life Sciences (SLS)
Prof G Pender, Head, The Built Environment (SBE)
Prof J W Sawkins, Deputy Principal (Learning & Teaching)
Prof F Waldron, Head, Textiles and Design (TEX)

Present also:

Ms S Collier, Director of Governance & Legal Services (for minute item M15/49)
Ms Ruth Moir, Assistant Principal (for minute items M15/37 and M15/39)

Mr R McGookin, Director of Planning
Ms L Kirkwood-Smith, (Clerk to the UE)

Apologies:

Prof D Hand, Interim Deputy Principal (Research & KE)

M15/32 WELCOME AND ANNOUNCEMENTS

The Chair welcomed the following individuals to the meeting:

- Ms Sue Collier, Director of Governance & Legal Services (attending for minute item M15/49; and
- Ms Ruth Moir, Assistant Principal (Business Development) (attending for paper items UE/15/24 and UE/15/25)

M15/33 MINUTES OF THE PREVIOUS MEETING

The UE approved the minutes of the meeting held on 30 January 2015.

M15/34 ACTION LOG AND MATTERS ARISING

34.1 Action Log

The UE received and noted the Action Log report relating to the meeting held on 30 January 2015.

34.2 Matters arising

There were no matters arising.

M15/35 BUSINESS REPORTED BY THE CHAIR (ORAL)

No additional items were reported by the Chair.

M15/36 CONSULTATIONS AND PUBLICATIONS LOG (Paper UE/15/23)

The UE received and noted a Consultations and Publications Log which reported on current consultations with a deadline date for responses up until March 2015 and recently released external

publications.

M15/37 HWUM FINAL REPORT (Paper UE/15/24)

The UE received and noted a Final Report on the HWUM Project, which was presented by the Deputy Principal (External Relations) and the Assistant Principal (Business Development).

As invited to, the UE confirmed its endorsement of the 'Lessons Learnt' from the project for adoption into future practice.

It was noted that the report would be provided to the Court membership ahead of the Court Away Day when it will be considered.

M15/38 HWUM BUSINESS PLAN: RISK ANALYSIS AND MITIGATION PLAN (Paper UE/15/25)

The UE received and noted a report presented by the Deputy Principal (External Relations) and the Assistant Principal (Business Development), which set out the risk mitigation plan in relation to the assumptions underpinning the revised HWUM Five Year Plan. This information, which was accepted by the UE, had been requested by the UE at its meeting on 30 January 2015, when the outcomes of the Business Plan Review had been presented for approval.

M15/39 REPORT FROM THE VISIT OF THE CHAIR OF THE CAMPUS COMMITTEE TO DUBAI AND MALAYSIA (Paper UE/15/35)

The UE received and discussed a report and recommendations from the Chair of the Campus Committee, following his visit to the Dubai and Malaysia campuses in November and December 2014.

It was noted that the Secretary of the University will liaise with UE colleagues with a view to the Executive team forming agreement on the management responses to the recommendations in the report. In the meantime, the Chair of the Campus Committee had identified particular recommendations which he considered to be urgent. He therefore planned to invite the Court to consider these at its meeting on 9 March 2015.

The UE confirmed its view that the report ought not to be presented at the March meeting of the Court as management responses to the recommendations will not have been agreed by then. The report would also stand isolated from the final report on the HWUM project and advancing plans for phase 2 developments which, when reported to the Court, will provide essential contextual information with which to support decision-making. It was noted that there will be an opportunity at the Court Away Day in May 2015 to consider the full report incorporating management responses alongside the final HWUM project report.

The Secretary of the University advised that she would make a request that the presentation of the report to the Court be delayed until the May 2015 Away Day meeting.

M15/40 REPORT FROM THE INTERNATIONAL STRATEGY BOARD

The UE received and discussed strategic development discussion papers on each of the Malaysia and Dubai Campuses, which were presented by the Deputy Principal (External Relations) on behalf of the International Strategy Board.

40.1 HWUM Strategic Development

The UE noted and discussed the above paper which reported on the planned development of Phase 2 of the Malaysia Campus and set out the issues that need to be considered by the University. The UE noted the proposed next steps to establish the requirements of Phase 2, based on the Academic Plan for both research and teaching and the timing of the development.

The UE approved the following recommendations, confirming that it was very supportive of the comprehensive approach proposed to support future decision-making:

- a. a full briefing paper should be presented to the UE at its meeting on 28 May 2015 on the issues presented for consideration, at which point the UE will be invited to approve recommendations, a timetable and decision making process for Phase 2 developments; and
- b. Groundwork for the above briefing document should be co-ordinated through the Transitional Management Support Group, which reports monthly to the UE and is chaired by Prof Gill Hogg, as follows:
 - Research Strategy and implementation plan – (Led by Prof Duncan Hand, with Prof Bob Craik and Prof Máiréad Nic Craith);
 - Academic Portfolio Plan for remainder of 5 year plan – (Led by Prof Bob Craik with Heads of School and Prof John Sawkins);
 - Risk and Cost Analysis – (Led by Ruth Moir, with Prof Bob Craik and HWU and HWUM Accountants);
 - Options Appraisal for Phase 2 – (Led by Malcolm Deans with Ruth Moir and Prof Bob Craik);
 - Long term student Accommodation planning to be considered in context with the Phase 2 development – (Led by Malcolm Deans with the Student Accommodation Project Board (Prof Craik is the Project Sponsor)); and
 - The briefing will also propose the Terms of Reference and membership of the Project Board to take this work forward.

The UE noted the reported required 2015 decision point on the planned Phase 2 of the main campus. A timeline was provided, with confirmation that a decision will be required either to confirm the Phase 2 development in time for 2018 when student numbers are planned to outgrow Phase 1 capacity, or to delay and ensure that growth is constrained within the phase 1 capacity. Phase 2 was also envisaged to accommodate future research developments.

A review of the HWUM Business Plan had recently been concluded and agreed by the UE. Due to under-recruitment in 2014, the plan has been moderated and the pace of growth effectively delayed by a year. The investment plan and development into research had been delayed; however, the plan for Phase 2 expansion had been retained, in line with planned growth of student numbers. It was noted that the costs of Phase 2 would be significant, but would be matched by revenue if HWUM performing to plan. It was noted that, while student recruitment performance was expected to be stronger in 2015, the level of risk in the growth plan remained high. A programme portfolio for taught programmes had been agreed for 2016/17, with no plans beyond this date yet agreed between HWUM and Schools.

The key issues and the risks and requirements to inform effective decision making were identified for the UE to consider.

In relation to one of the issues reported: namely the planned space utilisation survey to provide management information on actual capacity and best use of space within Phase 1, it was noted that the preferred provider of the survey work would not be able to conclude the work until late 2015. The Vice-Principal (Malaysia) highlighted his view that delay of space survey work until the end of the current calendar year would leave insufficient time for delivery of Phase 2 by 2018 and the negative consequences of student numbers growth over-running capacity. The Secretary of the University highlighted the desirability of using the same company as had carried out the Space Optimisation Survey at the Edinburgh Campus and proposed that part of the planning should include the option of contingency space to mitigate risk.

40.2 Heriot-Watt University Dubai: Strategic Development – 10 years on

The UE noted and discussed the above paper, which highlighted the success of the Dubai Campus, expiry of the current academic partner infrastructure contract in 2020 and work underway to review current arrangements and plan for changes to support successful future growth. The Vice-Principal (Dubai) confirmed endorsement of the approaches set out and the Assistant Principal (Business Development) confirmed the intention to dovetail the planned work-streams as appropriate with work being led by the Secretary of the University to review the current contractual arrangements in place and to plan for other changes to support successful growth of the Dubai Campus.

The UE approved the recommendation of the Board that further work be carried out in the following three areas:

- Portfolio development:- to consider the future shape and size of the Dubai campus and the opportunities to expand in addition to consolidation and enhancement of current provision - (Led by Prof Ammar Kaka with Prof John Sawkins and Ruth Moir);
- Research and KE:- to consider the University's strategy for Research and KE in Dubai and develop a plan relevant to HWU in the UAE context - (Led by Prof Duncan Hand with Prof Ammar Kaka and Prof Máiréad Nic Craith); and
- UAE Accreditation:- to reconsider the issues around federal accreditation and assess whether or not the University should allocate the necessary resources to secure this accreditation for the long term - (Led by Prof Ammar Kaka with Prof Gill Hogg and Ruth Moir).

The Secretary of the University confirmed the interest of the Campus to utilise commissioned Space Optimisation Survey support.

The Principal highlighted the need to achieve the above and, at an early a point as possible, arrive at clear conclusions as to the future size, shape and resource requirements for the University's Dubai operations.

M15/41 REPORT FROM THE DEPUTY PRINCIPAL (EXTERNAL RELATIONS) (Oral report)

The UE received an oral update from the Deputy Principal (External Relations).

41.1 Athena SWAN

The Deputy Principal advised on a forthcoming Athena SWAN roadshow event focusing on workload transparency. An email would be circulated, and Heads of Schools were encouraged within their respective Schools to promote participation. The UE noted that a paper on this topic will be developed in the future as an area in which a clear institution-wide policy is required.

The Deputy Principal confirmed that an update report on Athena SWAN will be provided to the UE at its meeting in March 2015.

M15/42 REPORT FROM THE INTERIM DEPUTY PRINCIPAL (RESEARCH & KT) (Paper UE/15/28)

The UE received, noted and discussed a report from the Interim Deputy Principal (Research & KT), which included the following:

- Research Grants and Contracts: Proposals and Awards for the period to the end of January 2015; and
- a report on a recently announced policy change by the Natural Environment Research Council (NERC) which will institute a 'demand management' process in relation to standard responsive mode grant awards. The UE received also a copy of the letter from NERC announcing the change.

In the absence of the Interim Deputy Principal the report was presented at the meeting by the Director of Planning.

In relation to the NERC announcement, the UE noted that the proposed new measures, designed to raise standard grant success rates, will come into effect in 2015 with the effect of limiting the number of applications an organisation can make, where that organisation fails to meet a 20% threshold success rate. Heriot-Watt, in common with many other universities, fell within this category on the basis of a calculation to be applied which is based on data from the last six standard-grant rounds.

Reserved section: Ref Section 30, FOI(S)A.

In relation to the Research Grants and Contracts: Proposals and Awards report, the Vice-Principal encouraged Heads of Schools to consider the data carefully in relation to the current planning round and future income projects and, within their Schools, to promote collaborative approaches and business case developments which are centred around larger projects. The Director of Planning highlighted, in relation to the reported value of proposals in the year, that the desired step change

was not yet evident.

M15/43 REPORT FROM THE RESEARCH & KNOWLEDGE EXCHANGE BOARD (Paper UE/15/29)

The UE received and discussed reports from the Research & Knowledge Exchange Board which related to the meetings of the Board held on 9 January and 19 February 2015. In the absence of the Acting Deputy Principal, the reports were presented by the Director of Planning.

The UE approved the reports for onward presentation to the Senate. However, it was noted that the minutes were insufficient to gain a very clear understanding of the topics under discussion. It was agreed that a message should be relayed to the Board with the request that the style of presentation be improved.

In relation to item 6 of the February report, the observation was made that an early strategically focused decision needs to be made to determine which one of three potential projects will form the single allowable bid for a Leverhulme Research Centre, with the chosen project then driven forward strongly. (*Deadline date for applications is 16 April 2015*).

M15/44 STUDENT RECRUITMENT OVERVIEW (Paper UE/15/30)

The UE received, noted and discussed a Student Recruitment Overview Report for 2015/16 entry, as a mid-February 2015, which was presented by the Director of Planning.

The report highlighted the following:

Scottish campuses:

- Foundation Pathway:– applications had started to be received and processed;
- Undergraduates:– applications were a little higher than at the same point last year; with 58% of application pending decision; and
- Taught Postgraduates:– applications were overall 26% higher than at the same point last year, with offers higher by 35%. Decisions were pending for around one-quarter of applications, with acceptances very strong in most Schools for Overseas (Home and EU acceptances were not yet at significant levels). The Director of Planning emphasised the expectation that the rate of pending responses will reduce as rapidly as possible.

Dubai Campus:

- Compared to the same point last year, Degree Entry Programme applications were reduced, while Undergraduate applications were increased a by a margin and Postgraduate Taught applications had decreased by a margin. It was noted that the Dubai Campus remained at a very early stage in the recruitment cycle, especially for postgraduate applications.

Malaysia Campus:

- The reported April Foundation Programme intake was similar to the January 2015 report, with Foundation in Science looking promising.

It was noted that data for Independent Distance Learners had been provided as a baseline for the future and indicated volume of applications and offers, and growing acceptances. Data were not available for West London College or Approved Learning Partners at this stage.

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

M15/45 MANAGEMENT ACCOUNTS (MID-YEAR) (Paper UE/15/31)

The UE received and noted a Management Accounts report for period 6 (Mid-Year), which was presented by the Director of Finance.

The Director of Finance drew attention to the key contributors (detailed on page 5 of the report) to the current position which highlighted an overall surplus for the year-to-date which was significantly better than budget. The second half of the year was expected to be less favourable however. Attention

was drawn also to the Group Financial Summary Dashboard report which summarised the University's current position across a range of financial metrics. In relation to the latter, the Director confirmed that the vast majority of budgeted spend on major capital projects will take place in the second half of the year.

The Vice-Principal (Malaysia) cast doubt on the identical forecast outcome and year budget figures on the detailed Malaysia Campus Management Accounts, while the Director of Finance confirmed his view that the figures were an accurate reflection of the out-turn position. It was agreed that there should be further discussion taken off-line on the detail behind the figures reported.

M15/46 JAMES WATT STUDENTSHIP REVISIONS 2014/15 (Paper UE/15/32)

The UE received and approved a recommendation, presented by the Vice-Principal, for an increase in the agreed allocation of James Watt Studentships. It was noted that the University had recently been successful in being awarded EPSRC grants associated with the recently announced Quantum Technology hubs. As part of the proposals to the EPSRC, the University had offered to contribute six PhD studentships to support the research. The increased allocation of James Watt studentships would provide for this contribution.

M15/47 REPORT FROM THE SECRETARY AND THE SECRETARY'S BOARD (Paper UE/15/33)

The UE received and discussed the report from the Secretary's Board, which was presented by the Secretary of the University. The report related to the meeting of the Board held on 3 February 2015. Item 1 of the report was presented for approval and all other items were presented for information.

47.1 'Car Park Strategy' and 'Policy & Procedures on Traffic Management and Parking on Edinburgh Campus'

The UE approved a draft 'Car Park Strategy' and 'Policy & Procedures on Traffic Management and Parking on Edinburgh Campus' for implementation.

It was noted that a new Car Park Strategy had become necessary with construction of the National Performance Centre for Sport scheduled to commence at the end of March 2015. The Centre will partly be constructed on the site of the existing Car Park C with the immediate impact of loss of approximately 320 parking spaces. There will be a need, therefore, to manage the remaining car park provision across the rest of the campus, where a surplus of around 500 spaces had been identified. The strategy therefore centred around use of existing spare provision where capacity exists to accommodate displaced vehicles.

It was noted that the first phase implementation of the strategy will centre around communications to users while the second phase will centre around the introduction of a permit system for all traffic coming on to the campus.

The 'Traffic Management and Parking on Edinburgh Campus' Policy and supporting Procedure aimed to regulate parking on the Edinburgh Campus and to raise awareness of parking requirements, with the scope of the Policy extending to include all staff, students, visitors and contractors.

M15/48 STRATEGIC PROJECTS REGISTER (Paper UE/15/34)

The UE received and noted an update of the Strategic Project Register, as of 19 February 2015, which was presented by the Secretary of the University.

It was noted that there had been no material changes since the report presented to University Executive in January 2015. Recently 'closed' projects, which had moved into operational phase, included the Confucius Institute, the Oil and Gas Innovation Centre and the Malaysia Campus.

M15/49 CHANGE TO HOME OFFICE REGULATIONS: PARTNERSHIPS (Oral report)

The UE received and noted an oral update from the Director of Governance & Legal Services on changing Home Office Regulations on partnerships, and likely transitional arrangements.

The Director of Governance & Legal Services advised that:

- there had been recent further consultation between the sector and the Home Office. Further guidance had been released which remained under embargo;
- there no longer remained a requirement for sites to be wholly-owned and other challenging requirements, such as notification of partners providing temporary non-teaching placements had been dropped as a requirement;
- the university will be able to issue CAS (confirmation of acceptance for studies) under the old rules until 30 November 2015;
- the HWU / West London College relationship appeared not to fit into an permissible model; however, there was potential to treat this as a “joint venture” arrangement with a period of transition to an agreed alternative arrangement. The Home Office was not engaging in communications with the sector at present time; nevertheless, the University, in the required Sites and Partnerships form submission by 1 April, will have the opportunity to clarify its position vis-à-vis the new regulations and to make an application for an appropriate transitional arrangement;
- **Reserved section ref Section 30, FOI(S)A.**

The UE noted new requirements on students from the new academic year to collect their Biometric Immigration Documents (BIDs) from agreed local Post Office sites within the first month of arrival; there were only two of these sites in Edinburgh. A further step in the process involved students providing evidence of having completed this step. It was agreed that the Director of Governance and Legal Services would liaise with the Academic Registrar with a view to putting student support arrangements in place to smooth and manage this process. *(Addendum note from the Director of Governance & Legal Services: following consideration of sector concerns surrounding these proposals, the Home Office are considering alternative approaches including one most favoured by many for delivery to and via institutions. The Academic Registrar and the Director of Governance & Legal Services will continue to monitor the position and ensure suitable processes are in place to support whichever approach is adopted.)*

M15/50 REPORT FROM THE DEPUTY PRINCIPAL (LEARNING & TEACHING) (Paper UE/15/36)

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

50.1 ELIR Part 2

In relation to the update report provided on the 2015 ELIR, the Deputy Principal (Learning & Teaching) strongly encouraged UE members to attend for Part 2 ELIR meetings as arranged.

50.2 Postgraduate Research Committee oversight

The UE noted an update report which confirmed that work being undertaken by the Academic Registry on the ‘Banner’ system and proposed revised programme approval arrangements had been initiated. Consultation with Heads of School would be undertaken, prior to proposals being presented for approval by the UE. It was reported that the ELIR visiting team had indicated its wish to explore both the postgraduate research student experience and approvals within the programme for the Part 2 visit.

50.3 Additional Entry Points in the Academic Year

The UE noted and discussed the ‘Key Principles’ (Academic and Business) for campus-based programmes in relation to additional entry points in the academic year, as presented. These had been considered by the Learning & Teaching Board at its meeting in January 2015 and approved for onward presentation to the UE.

The UE approved the business principles and endorsed the Academic Principles set out in an appendix to the paper for onward presentation to the Senate for approval, subject to the following changes being made to the paper:

- paragraph 3 of the ‘Academic Principles’ should confirm that confirmation that the arrangements “will not compromise the learning experience ...” must come from the Head of the relevant School; and
- in paragraph 1 of the ‘Business Principles’ insertion of “any” immediately before “additional staffing within Schools ...”

It was noted that, in support of the required work identified by the UE to provide effective support for additional entry points a systems review had been initiated by the Academic Registrar.

It was noted that any additional resource requirements associated with proposals for additional entry points, supported by a business case, should be dealt with through the standard planning round process with additional funding drawn from additional income available to meet increased central service costs as necessary. A decision will be required on how best to meet such up-front costs associated with the required initial development of systems and processes to accommodate multiple entry points as may be required.

It was observed that the multiple entry point review should include consideration of postgraduate research students, as well as taught course students.

50.4 Quality Assurance Agency (QAA): Transnational Education reviews

The Deputy Principal (Learning & Teaching) updated the UE on recent confirmation from the QAA on forthcoming reviews of Transnational Education which would include provision in Cyprus, Greece and Malta; each had relevance to Heriot-Watt's transnational education activities. No dates for the reviews had been fixed yet. The Deputy Principal advised that he will be back in contact with the QAA in the near future to discuss the potential impact on the University's resources depending on the chosen timings of the reviews.

M15/51 REPORTS FROM SCHOOLS AND THE DUBAI AND MALAYSIA CAMPUSES (Oral reports)

The UE received and noted oral updates from the Vice-Principals Dubai and Malaysia and the Heads of School who were present.

M15/52 DUBAI / EDINBURGH 2+2 PROGRAMMES (Paper UE/15/42)

The UE received, discussed and approved in principle a proposal for the introduction of a 2+2 programme between the Dubai and Edinburgh campuses which was presented by the Vice-Principal (Dubai). It was noted that enrolment on this programme would provide a guaranteed right of transfer of students recruited to the Dubai Campus into the Edinburgh campus (subject to visa requirements) following their second year of study. The methodology for calculating fees for the full duration of the programme formed part of the proposal and it was agreed that the proposal be forwarded to the Fees Working Group for detailed consideration.

The UE noted that this provision would open up new opportunities in the market place to attract students who have a particular desire to study in the UK. More than half of all students studying in Dubai are enrolled into schools that deliver the British and US curriculums with many continuing in higher education either in the UK or the US.

The UE was supportive of the proposal and discussed a range of factors which would need to be taken into consideration in developing the detailed arrangements to support successful implementation and to avoid unintended consequences. Factors for careful consideration included: measures to promote and support transfers into the Dubai Campus, as well as vice-versa; constraining potential imbalances in student movement; capacity in terms of resources; entry standards; and to examine the potential for additional options such as 2+1 and 3+2 (e.g. for 5 year MEng programmes). It was agreed that the detail of the proposal should be developed in consultation with Schools.

M15/53 COMBINED JOINT NEGOTIATING & CONSULTATION COMMITTEE: TERMS OF REFERENCE (Paper UE/15/38)

The UE received draft Terms of Reference for the Combined Joint Negotiating & Consultation Committee which were presented by the Secretary of the University for approval.

The UE approved the Terms of Reference, subject to inclusion of relevant Equality and Diversity statements. Inclusion of such statements within committee Terms of Reference had been agreed by the UE in August 2014 as a matter of good practice.

M15/54 EGIS CHANGE PROGRAMME PROJECT BOARD: TERMS OF REFERENCE (Paper UE/15/41)

The UE received draft Terms of Reference for the EGIS Change Programme Project Board which has been established until the end of July, or until the EGIS change programme has concluded.

The UE approved the Terms of Reference, subject to inclusion of relevant Equality and Diversity statements. Inclusion of such statements within committee Terms of Reference had been agreed by the UE in August 2014 as a matter of good practice. The Secretary of the University also observed that earlier recommended changes to the draft Terms of Reference were not reflected in the draft presented to the UE. The Head of EGIS agreed to investigate and to include the changes in a final version.

M15/55 ANY OTHER BUSINESS

No other business was raised.

M15/55 DATE OF NEXT MEETING

The UE noted that the next meeting will take place on Thursday 26 March 2015.

Signed

Date