

Heriot-Watt University

THE SENATE

Minutes: 11 September 2019

In the Chair:	Professor Julian Jones, Acting Principal	
Present Also:	Mr Soehl Abraham Professor Scott Arthur Ms Arissa Noordina Bahari Dr Tessa Berg Dr Lyonell Boulton Dr Keith Brown Dr Jim Buckman Dr Antonin Chapoy Professor Patrick Corbett Professor Susan Dewar Professor Dugald Duncan Dr Ahmed ElSheik Dr Alan Forster Professor Ian Galbraith Dr Shumei Gao Dr Fadi Ghaith Professor Alan Gow Dr Aude Le Guennec Dr Hagir Hakim Dr Amos Haniff Professor Gillian Hogg Dr Dave Jenkins Professor Ammar Kaka Dr Ruhul Khandaker Dr Nasir Al Lagtah Ms Jenny Lantair	Professor Angus Macdonald Dr Fiona McNeill Dr Bill MacPherson Mr Lee Miles Dr Kevin Muldoon Professor Jemina Napier Dr Mehdi Nazarinia Dr Gina Netto Mrs Vanessa Northway Dr Mutasim Nour Mr Larry O'Brien Mr Mark Parker Dr Sandhya Patidar Professor Garry Pender Dr Joanne Porter Ms Jane Priest Dr James Richards Professor John Sawkins Dr Mohamed Sherif Mr Rahul Singh Dr Katerina Strani Ms Rachel Sutherland Professor Nick Taylor Professor Gillian Thomson Dr Kathryn Waite Professor Fiona Waldron
In Attendance:	Ms Ann Marie Dalton-Pillay Dr Maggie King Mrs J Kennedy (Research Futures Academy) M19/47 only	Mr Paul Travill Mr John McDermott (Clerk)
Apologies:	Professor Richard A Williams Professor Mushtak Al-Atabi Dr Euan Brown Mr Rafael Camacho Dr Jim Cameron Professor Malcolm Chrisp Ms Sue Collier Dr Catherine Donnelly Dr Paul Hopkinson Ms Kathy McCabe Mr Richard McGookin	Professor Steve McLaughlin Professor Robert MacIntosh Dr Gillian Murray Professor Beatrice Pelloni Mr Kieran Robson Renner Professor Vicki Stone Dr Sue Thomas Professor Robert Weston Dr Marion Winters Dr Daniil Yurchenko

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M19/42**WELCOME AND ANNOUNCEMENTS**

The Acting Principal welcomed all participants to the meeting, noting that colleagues were joining from four locations (Malaysia, Dubai, Edinburgh and Orkney). The Senate extended a warm welcome to the members who had taken office on 1 August, including the expanded number of Student members now in place following the approval of the Charter and Statutes

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(which put into effect the Higher Education Governance (Scotland) Act 2016). It was noted that two Student positions were still vacant, and that steps would be taken to fill these.

Clerk

Autumn
2019

The Acting Principal informed the meeting that he was Chair of the Senate (as well as undertaking a number of other duties) in the absence of the Principal for medical reasons. The Senate wished to convey its good wishes to the Principal for a speedy recovery.

The apologies for absence were recorded.

M19/43 MINUTES OF THE PREVIOUS MEETING**Received**

The minutes of the meeting held on 12 June 2019.

Approved

The Senate **approved** the minutes as a correct record.

M19/44 ACTION LOG [PAPER: SEN/19/24] and MATTERS ARISING**Noted**

The Senate noted that the Action Log had been introduced in order to capture decisions and action points and thus assist the Senate to keep track of follow-up activities.

There were no matters arising from the minutes not elsewhere on the agenda.

M19/45 REPORT FROM THE ACTING PRINCIPAL AND VICE-CHANCELLOR [Paper: SEN/19/25]**Received**

The Senate received and considered a report from the Acting Principal, which gave the Senate a summary of key issues and news for the University and the wider HE sector.

Noted

The Senate considered the themes contained in the Report and noted in particular: the encouraging position regarding student recruitment for 2019/20 and the tremendous efforts on all campuses towards meeting recruitment targets; the highly positive outcome of the National Student Survey that had been announced in July, an outcome that gave great credit to all involved, including the Student Union and the University Committee for Learning and Teaching; the success of the University being one of just three universities to be awarded five stars by the Knowledge and Human Development Authority (KHDA) of Dubai, which was a considerable accolade and recognition of the efforts of Staff and Students in Dubai (and elsewhere) to enhance academic quality and the Student experience. The Senate noted the ongoing uncertainties surrounding Brexit. The Senate further noted that all Staff and Students had been invited to the University's annual Stakeholder meeting on 25 September, which would seek to publicise and celebrate the many successes of Staff and Students. It was noted that Senators had been asked to make a special effort to attend. As a footnote, it was reported that the Learning and Teaching Academy had been successfully launched that morning by Karen Watt, Chief Executive of the Scottish Funding Council. Ms Watt had been given a brief tour of the GRID and other facilities, and had given very positive feedback. The Senators who attended the launch were thanked for their participation.

The Senate noted the Report.

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DATE**M19/46 UPDATE ON STAFF ENGAGEMENT [Presentation]**

Received The Deputy Principal (Engagement and Staff Development) led a presentation to inform the Senate of the actions being taken to enhance staff engagement, and how Senators can contribute to enhancements in this important area. {NB the presentation is logged on the [Senate SharePoint site](#)}

Noted The Senate considered and noted the work on-going in Schools and on different campuses, and the inter-relation with the PDR process (which is undergoing a review). It was noted that the work was informed by the University's Values, and was also embedded in the 'Building our Commonality' (BoC) initiative. The Senate noted the 'Staff Voice' initiative, and the focus on transparent communications to underpin interactions among colleagues. It was recognised as important that speaking with each other should be done in a background of mutual respect and trust. The Senate noted that the initiative to enhance staff engagement was informing preparations for the next Staff Survey, to be conducted in autumn 2019, with the outcomes due in early 2020. The Senate requested that it should return to this overall topic, and its sub-themes, in the future.

The Senate also considered an update from one of the Deans, Professor Arthur, who was leading a sub-group scrutinising academic work load. The Senate noted that there was a variety of experiences across (and within) the different Schools. The Senate further noted that work would be undertaken to identify and assess the workload models of some other institutions before bringing forward proposals for Heriot-Watt. It was suggested that workload was a strategic resource, and that since there was a finite amount, imbalances could have an impact on wellbeing. Means of managing peaks were put forward. The Senate discussed the merit of workload models and how effective they might be in practice, especially during peak periods of competing demands and/or 'fire-fighting'.

In related discussion, the Senate noted that there were conversations on the topic of Building our Commonality taking place in every School on order to help ensure that academic colleagues would be aware of the new professional services structure. It was noted that the heads of division in the newly configured directorates would have a clear responsibility for communication with colleagues in Schools and elsewhere.

The Senate thanked the Deputy Principal (Engagement and Staff Development) and the Dean (Arts and Social Sciences) for the presentation and follow-up discussion.

The Senate noted the presentation.

M19/47 RESEARCH FUTURES ACADEMY [Presentation]

Received The Senate received and considered a presentation from the Deputy Principal (Research and Innovation), supported by Mrs Kennedy of the Research Futures Academy (RFA), highlighting the background to, and some of the activities supported by, the RFA. Senators were urged to be advocates for the RFA, especially (but by no means exclusively) to encourage early career researchers to take advantage of the development opportunities on offer. Senators were also encouraged to attend – and encourage others to attend – the 'Festival of Research' planned for 14 and 15 November 2019.

{NB the presentation is logged on the [Senate SharePoint site](#)}

- Noted** The Senate noted that the work of the RFA recognised the importance of Research Ethics, and also pursued HR excellence in Research. The Senate noted that the RFA supported researchers based on all campuses of the University and that support was available for researchers engaged in any discipline. The need, when planning events and providing resources, to recognise working patterns of PhD students and post-doctoral researchers was emphasised. The need to ensure that all campuses were able to access the programme of activities was also noted.
- The Senate noted that the Research Engagement Directorate would shortly move its Edinburgh base to a newly equipped central location, which was intended to increase engagement and collaboration on a day to day basis. A launch event for the new suite would be held later in September 2019.
- The Senate thanked the Deputy Principal (Research and Innovation), and Mrs Kennedy for the presentation and interesting follow-up discussion.

M19/48 STUDENT PARTNERSHIP AGREEMENT 2019/20

- Received** The Senate received and considered an update report from the Deputy Principal (Learning and Teaching) and the President of the Student Union highlighting the ongoing work encapsulated by the Student Partnership Agreement (SPA).
- Noted** The Senate noted that this new way of working had been inaugurated last year, and that the 2019 revision was building on the earlier success. The University Committee for Learning and Teaching would continue to provide the forum for ongoing scrutiny and development of the elements in the SPA.
- The President of the Student Union gave some detail of the work that was continuing, including: seeking to identify means to enhance feedback to Students; the work across the University relating to enhancing Student wellbeing; the specific themes relating to the particular respective needs of Postgraduate taught and research Students; the discussions with the Human Resources Directorate around potential opportunities for employing Students on campus; and the drive to increase the engagement of Students through Student Societies.
- The Student President looked forward to having the opportunity of discussing and exploring the various themes with the Senate and the Court in much greater detail at the joint meeting of Court and Senate in early 2020.
- The Senate thanked the Deputy Principal (Learning and Teaching) and the President of the Student Union for the information.

M19/49 GOVERNANCE: UPDATE ON GOVERNANCE EFFECTIVENESS REVIEW OUTCOMES; AND ROLES AND RESPONSIBILITIES OF SENATORS (Paper SEN/19/26)

- Received** The Senate received and considered an update, provided by the Secretary of the University, on actions agreed following the Governance effectiveness review.
- Noted** The progress was noted on the items in the action plan most pertinent to the Senate, It was agreed to be appropriate to again hold a joint meeting of the Court and Senate, with February 2020 the likely timing. The Senate also looked forward to welcoming individual Court members as observers at future meetings of the Senate. Another important aspect was noted to be seeking to further increase the time available in Senate meetings for debate on strategic topics.

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Agreed	<p>Following on from the discussion at its June meeting, the Senate considered an updated articulation of the Roles and Responsibilities of Senators within a values-led organisation. The Senate was content with the principles and behaviours described in the document, and agreed to their adoption. The document was to be published on the Senate website, in order to help to inform the election and induction of Senators, as well as providing guidance in the conduct of their duties. It was suggested that the principles and behaviours usefully could also be applied to the members of Committees of the Senate and the Committees in the Schools.</p> <p>The Senate thanked the Secretary of the University and Professor Corbett, for their work in developing the roles and responsibilities of Senators.</p>	Clerk	Autumn 2019
M19/50	ACADEMIC QUALITY: ANNUAL REPORT TO THE SCOTTISH FUNDING COUNCIL ON INSTITUTION-LED REVIEW AND ENHANCEMENT ACTIVITIES (Paper SEN/19/27)		
Received	The Senate received and considered a submission by the Deputy Principal (Learning and Teaching) and the Head of Academic Quality of the Annual Report to the Funding Council (SFC).		
Noted	<p>It was noted that the Report would be put to the Court in September for 'signing off.' The report provided Court (and SFC) with assurances of the effectiveness of the arrangements in respect of quality assurance and enhancement of education provision put in place by Senate. The Senate noted that the SFC did not require the inclusion in the Report of the University's activities in Dubai and Malaysia, however it was recognised as important to display the unitary nature of the University's provision, and so the Report gave a comprehensive and inclusive account.</p> <p>Senators were invited to pass any detailed comments on the Report to the Head of Academic Quality after the meeting, but in good time to inform the submission to Court.</p> <p>The Senate thanked the Deputy Principal (Learning and Teaching) and the Head of Academic Quality for their diligent work in preparing the Report.</p>	All	Sept 2019
M19/51	ACADEMIC QUALITY: ELIR REFLECTIVE ANALYSIS (Paper SEN/19/28)		
Received	The Senate received and considered the submission by the Deputy Principal (Learning and Teaching) and the Head of Academic Quality of the near final version of the Reflective Analysis, which was available to view on the Senate SharePoint site. Senators were invited to take the final opportunity to comment on the draft before it would be submitted to the Quality Assurance Agency Scotland (QAAS).		
Noted	<p>It was noted that the Reflective Analysis was an expression of what the University does, how it is done, and how quality and standards are maintained and enhanced. The Reflective Analysis was crucial to the University's fourth Enhancement-Led Institutional Review (ELIR4) to be undertaken in 2019/20, and would be used by the visiting ELIR team as part of their preparations for the Review, and it would be referred to during and after the ELIR visits.</p> <p>Following discussion, it was agreed to assess the feasibility of conducting an Equality Impact Assessment of the document prior to submission.</p> <p>Senators were invited to pass any detailed comments on the Report to the Head of Academic Quality after the meeting.</p>	MK / Clerk	Sept 2019
		All	Sept 2019

The Senate thanked the Deputy Principal (Learning and Teaching) and the Head of Academic Quality – and supporting team – for their diligent work in preparing the Reflective Analysis.

M19/52 REPORT FROM THE ORDINANCES AND REGULATIONS COMMITTEE [Paper: SEN/19/29]

Received The Senate received and considered the report of business conducted at a meeting of the Joint Committee of the Court and the Senate: the Ordinances and Regulations Committee (ORC), as presented by the Chair of the Committee. Each matter was taken in turn as recorded below.

Received / Noted / Approved The Senate received, considered and, on the recommendation of the ORC, **agreed to endorse** the modifications to Ordinance J2 that had been approved by the Court in June as an urgent measure to ensure continuity during a period of considerable change – on the condition that the ORC and the Senate would be content with the changes. The Senate noted that the ORC had agreed to endorse the modifications by correspondence (with nine members expressing support and one member expressing dissatisfaction).

After discussion, in which it was recognised that this was a unique occurrence, and that the situation would be revisited in 2021, the Senate agreed to **endorse** the modifications. It was recognised that the similar Ordinances, relating to other senior appointments, required to be re-visited and this was intended to be done in good time before the next appointments would be made.

NB the current appointee as Vice-Principal (Dubai), Professor Kaka, was not present when the Senate considered this item.

Received / Noted / Approved The Senate received, considered and, on the recommendation of the ORC, **agreed to approve** the modifications to three Regulations in order to put into effect a previous decision of the Senate with regard to classification of integrated masters and taught postgraduate masters degrees:

Regulation 3 *Modular First Degrees*;

Regulation 48 *Higher Degrees of Master (Taught)*; and

Regulation 48A *Higher Degrees of Master (Taught – HWU Online)*.

The Senate noted that the opportunity had been taken to update each of the Regulations with previously agreed changes to terminology as well as changes to agreed procedures.

The Senate noted that further matters related to these (and other) Academic Regulations would be brought forward for its consideration in due course.

The Senate agreed to **approve** the modifications to the Regulations.

M19/53 REPORT FROM THE SENATE COMMITTEE FOR INTERIM BUSINESS AND EFFECTIVENESS (SCIBE) [Paper: SEN/19/30]

Received The report of the meeting held on 28 August 2019, and subsequent business by correspondence as presented by the Acting Principal.

Noted The Senate noted the matters that SCIBE had conducted on behalf of the Senate in the period since the previous Senate meeting, which were detailed in the paper, and which included: the granting of Visiting, Honorary and Emeritus titles; agreeing the composition of Professorial Appointment Committees; and to appoint members to Committees of the Senate.

The Senate noted that there remained some vacancies on two Committees: the University Committee for Quality and Standards; and the Studies

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	Committee. Members of the Senate would shortly be invited to come forward to take up these places. It was recognised as important that all committees would have a full complement of active participants. It was agreed that a note of all forthcoming committee vacancies would be circulated to the Senate – and widely across the University – early in 2020.	Clerk	Early 2020
Agreed	The Senate noted that the SCIBE had considered its Terms of Reference, and had recommended that they remain unchanged. The Senate agreed to leave the SCIBE Terms of Reference unchanged for the time being.		
M19/54	UNIVERSITY COMMITTEE FOR RESEARCH AND INNOVATION [Paper: SEN/19/31]		
Received	The minutes of the meeting held on 22 August 2019 as presented by the Deputy Principal (Research and Innovation).		
Noted	The Senate received and noted the report of business conducted by the Committee. It was noted that the updated Research Student Code of Conduct was now live on the website, and ready for immediate use.		
M19/55	UNIVERSITY COMMITTEE FOR LEARNING AND TEACHING [Paper: SEN/19/32]		
Received	The minutes of the meeting of the University Committee for Learning and Teaching (UCLT) held on 4 September 2019, as presented by the Deputy Principal (Learning and Teaching), and the proposed Widening Participation Strategy, which had been endorsed by the UCLT and was presented to the meeting by the Director of Learning and Teaching (School of Engineering and Physical Sciences).		
Noted	The Senate considered the proposed Widening Participation Strategy, and noted some minor edits that the UCLT had agreed to the version that had been circulated. The Senate noted that the Strategy was applicable to all campuses and captured the strategic ambitions of the University, with particular focus on the ‘Building Flourishing Communities’ theme of Strategy 2025. The Senate noted the actions to develop the implementation plan as laid out in the paper. The Senate noted the other business conducted by the Committee.		
Approved	On the recommendation of the UCLT, the Senate approved the Widening Participation Strategy, as amended, and supported the next steps and actions that would be taken under the auspices of the UCLT.		
M19/56	UNIVERSITY COMMITTEE FOR QUALITY AND STANDARDS [Paper: SEN/19/33]		
Received	The minutes of the meetings of the University Committee for Quality and Standards (UCQS) held on 19 June 2019 as presented by the Chair of UCQS.		
Noted	The Senate received and noted the report of business conducted by the Committee.		
M19/57	ANY OTHER BUSINESS		
Noted	No other business was noted		

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M19/58 DATES OF FUTURE MEETINGS

Noted The dates of meetings of the Senate in Session 2019/20 were noted as:
Thursday 12 December 2019;
Wednesday 26 February 2020;
Thursday 23 April 2020;
Wednesday 17 June 2020.

Signed by the Chair Date

THE SENATE

Minutes: 12 December 2019

In the Chair:	Professor Julian Jones, Acting Principal	
Present Also:	Mr Soehl Abraham Professor Mushtak Al-Atabi Professor Scott Arthur Dr Tessa Berg Dr Lyonell Boulton Dr Keith Brown Dr Jim Cameron Dr Antonin Chapoy Professor Patrick Corbett Professor Malcolm Chrisp Professor Susan Dewar Professor Dugald Duncan Dr Alan Forster Professor Ian Galbraith Dr Fadi Ghaith Professor Alan Gow Dr Aude Le Guennec Dr Amos Haniff Professor Gillian Hogg Dr Paul Hopkinson Dr Dave Jenkins Professor Ammar Kaka Ms Jenny Lantair Professor Robert MacIntosh Professor Angus Macdonald	Dr Fiona McNeill Dr Bill MacPherson Mr Lee Miles Dr Kevin Muldoon Dr Gillian Murray Dr Mehdi Nazarinia Dr Gina Netto Mrs Vanessa Northway Dr Mutasim Nour Mr Larry O'Brien Mr Mark Parker Dr Sandhya Patidar Professor Beatrice Pelloni Professor Garry Pender Dr Joanne Porter Mr Kieran Robson Renner Professor John Sawkins Dr Katerina Strani Ms Rachel Sutherland Professor Nick Taylor Professor Gillian Thomson Professor Fiona Waldron Professor Robert Weston Dr Marion Winters Dr Daniil Yurchenko
In Attendance:	Ms Ann Marie Dalton-Pillay Dr Maggie King Ms Kathy McCabe	Mr Paul Travill Mr John McDermott (Clerk) Dr T Weir (M19/65 only)
Observers:	Mr Grant Innes (Chair of Court elect) Ms R Moir (Assistant Principal, International) (item M19/63 only)	Mr Roger Murray (member of Court)
Apologies:	Professor Richard A Williams Dr Euan Brown Dr Jim Buckman Ms Sue Collier Dr Catherine Donnelly Dr Ahmed ElSheik Dr Shumei Gao Dr Hagir Hakim	Dr Ruhul Khandaker Dr Nasir Al Lagtah Professor Steve McLaughlin Professor Jemina Napier Ms Jane Priest Dr Mohamed Sherif Professor Vicki Stone Dr Kathryn Waite

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M19/59

WELCOME AND ANNOUNCEMENTS

The Senate noted that the Acting Principal would again Chair the meeting as the Principal was continuing his recuperation. The Senate welcomed the news that the Principal intended to be fully back in post in the New Year.

The Acting Principal welcomed all participants, making special mention of Mr Innes and Mr Murray, the two members of the Court who were observing the meeting on this occasion.

The Acting Principal informed the Senate of some recent bereavements among the University community:

- Emeritus Professor Keith Lumsden, who was Academic Director and innovative founder of Edinburgh Business School (EBS), overseeing the development of EBS as the biggest producer of MBAs in the world. Professor Lumsden was also the visionary behind the regeneration of Adam Smith's Panmure House, and following his retirement from EBS in 2016, he had served as Master of Panmure House.
- Emeritus Professor Joseph Helszajn, who was an internationally recognised authority in the field of microwave science and engineering in what became the School of EPS. He joined Heriot-Watt in 1971, and was awarded a Personal Chair in Microwave Engineering in 1982. In 2007, Professor Helszajn was awarded Doctor of the University in recognition of his extraordinary career and tremendous contribution to the University.
- Dr Stewart Paton, who joined Heriot-Watt in 1966 and was instrumental in setting up the then Modern Languages department. A gifted linguist, Dr Paton was an inspiring language teacher and mentor to his colleagues and students until his retirement in 1987.
- Rufus Brickell, a Student who was in his third year of a BEng Robotics, Autonomous and Interactive Systems. Rufus is deeply missed by family, friends, the School of EPS and the University community as a whole.

The Senate stood for a period of silence, and wished to express condolences to the families and friends of all the deceased.

The Senate noted a series of membership matters that were reported by the Secretary of the University:

- a) In the period since the previous Senate meeting, Mr Rahul Singh had resigned as President of the Student Union, and in the subsequent election Mr Kieran Robson Renner had been elected as Student President for the Scottish campuses. Ms Aoife Clarke, the SU Vice-President (Wellbeing) had been nominated by the SU Council to be the other Scotland-based sabbatical officer as member of the Senate.

The Senate recognised the tremendous contribution made by Mr Singh and extended best wishes to him in his future endeavours. The Senate also warmly welcomed Mr Robson Renner in his new role, and Ms Clarke, who was attending her first meeting of the Senate.

- b) The Senate noted that the Student President in Malaysia, Ms Arissa Noordina Bahari, and the SU Vice President for the Scottish Borders Campus, Mr Raphael Camacho, unfortunately had stepped down from their respective roles. The Senate noted that arrangements were underway to ensure that there remained appropriate representation of the Student bodies, and that the vacancies on Senate from among the Student members would be addressed in the New Year.

Clerk Early
2020

- c) The Senate noted the resignation of two Staff members elected from Schools: Dr Sue Thomas, School of Textiles and Design, and Dr James Richards, School of Social Sciences. Dr Richards had also resigned his position as a Senate-elected member of the Court. It was noted that the resultant vacancies would be filled in the normal fashion in the elections from the Schools to the Senate in Spring 2020.

Clerk Spring
2020

The Senate expressed thanks to all the Senators who had recently resigned for their contributions during their respective periods of office.

The apologies for absence were recorded.

M19/60 MINUTES OF THE PREVIOUS MEETING

Received The minutes of the meeting held on 11 September 2019.

Approved The Senate **approved** the minutes as a correct record.

M19/61 ACTION LOG [PAPER: SEN/19/34] and MATTERS ARISING

Noted The Senate received and considered the Action Log that had been updated since the previous meeting, and noted the following Matters Arising:

M19/61.1 Outcome of Election to Court of member of the Senate

The Senate noted a verbal report from the Secretary of the University that the election had concluded to select a member of Senate to join the Court until July 2021. Two Senators had been nominated and thirty-one votes had been cast by members of the Senate, with the outcome that Dr Paul Hopkinson had been elected, with Dr Nasir Al-Lagtah coming a close second. Dr Hopkinson therefore had joined the Court with immediate effect.

On behalf of the Senate, the Acting Principal thanked both candidates who had come forward for election, and thanked all Senators who had taken time to cast their vote.

M19/61.2 Workload Model

With reference to minute M19/46, the Senate considered and noted a verbal update from the Chair that the efforts of Professor Arthur and others in developing a workload model were being considered in the appropriate fora, and in the appropriate sequence. A discussion on the topic was noted to be scheduled for a future meeting of the Combined Joint Negotiation and Consultation Committee (CJNCC). The University Executive (UE) would also consider the matter, before the Senate would play its part in further developing the matter. In discussion the Senate noted that themes being explored included the level of variance in methodology between Schools, and finding a balance between seeking consistency and ensuring flexibility to match the teaching and research profiles of specific academic areas. The Senate noted that the topic would be returned to at a future meeting.

M19/61.3 Portfolio Review

With reference to minute M19/04, the Senate considered and noted a verbal update from the Chair that work was continuing to progress the review of the academic portfolio. This included workshops in the Schools, informed by data from the planning team and other inputs. The Senate would have the opportunity to consider the matter in some depth at a forthcoming meeting. The Senate noted that the outcomes of the Review would also have an impact on the work of some of the committees of the Senate, in particular the Studies Committee and, by extension, the University Committee for Quality and Standards.

Heads of School March or April 2020

M19/62 REPORT FROM THE ACTING PRINCIPAL AND VICE-CHANCELLOR [Paper: SEN/19/35]

Received The Senate received and considered a report from the Acting Principal, which gave the Senate a summary of key issues and news for the University and the wider HE sector.

Noted The Senate considered the themes contained in the Report and noted in particular:

The recent Graduation Ceremonies in Dubai, Malaysia and Edinburgh, for which thanks were offered to the Global Academic Registrar and his team for ensuring these had been such a success.

The recent announcement of the University taking on an exciting new Dubai campus, which would provide a modern space in which the goals of Strategy 2025 can better be pursued. It was noted that the new building should be ready for occupancy in late 2020/early 2021.

The Chancellor, Dr Bob Buchanan coming to the end of a successful period of office. The Senate recognised, and expressed thanks for, the contribution the Chancellor had made to the life of the University. It was noted that there would be a short gap before a new Chancellor would be appointed, and that the Ordinances provided for such a scenario.

It was emphasised that the Staff Survey would be open until Monday 16 December, and that Senators should ensure that they complete the Survey and encourage others also to do so. The outcomes of the Survey were expected to be available in February 2020.

The Senate noted the matters behind the recent industrial action taken by members of the UCU trade union, and the steps being taken at a national level to seek to provide an appropriate remuneration package for colleagues. Reference was also made to the steps being taken at a local level to seek to ensure an appropriate workload balance. The Senate also noted the importance of seeking to avoid disruption to the student experience. In discussion, it was commented that the nature of communications during and after the period of the industrial action had been positive. The Senate further noted that the University, through its representative bodies, continued to seek a fair resolution to the matters behind the dispute. With regard to the USS pension scheme, it was noted that a report was anticipated from the Joint Expert Panel in the near future, and the contents of this would be intended to inform discussions between the senior stakeholders with regard to reform to the USS pension scheme. The Senate noted that the 'local' discussions on the broad range of staffing matters would continue to be conducted through the CJNCC.

The Senate noted the Report.

M19/63 ONLINE AND DIGITAL LANDSCAPE [Presentation]

Received The Senate received and considered a presentation from the Deputy Principal (Learning and Teaching), the Deputy Principal (Enterprise and Business), and the Head of School (Social Sciences), to inform a strategic discussion on scaling up the University's Online provision. This was recognised as an important element of taking forward the University's Strategy 2025. {NB the presentation is logged on the [Senate SharePoint site](#)}.

Noted The Senate considered and noted the background to, and ambitions for the initiative, the strategic decisions already made, and the intended operational division of responsibilities.

It was noted that it was intended to create a single "virtual" portal to the University so as to maximise connection and realise opportunities for Students and industrial partners. A key academic focus was to improve the learning experience of all the University's Students. It was emphasised that there existed strength and expertise in the University, which would be built upon to take forward this ambitious initiative. The launch of the distance learning MBA programme in the School of Social Sciences, the continuing development of online provision in the School of EGIS, as well as the long-established ethos across the University (guided by the Learning and Teaching Strategy) of seeking enhancements and innovations in the learning experience, and the existing strong connections with industry and other external stakeholders were all cited as providing a strong starting point.

The Senate noted that this strategic development would be supported with investment in tools and staff, and the growth would be progressed in an integrated manner. It was emphasised that the intention was not to replicate online the face-to-face 'classroom experience', but rather to create a blended provision that would enhance the Student focus and ensure consistently high academic standards on a massive scale. It was noted that the environment was highly competitive, but that scaling-up online provision was crucial to the development and sustainability of the University.

It was recognised that language was very important to help drive the cultural change necessary to support this strategic development. The Senate therefore considered the naming conventions for the initiative to ensure the 'digital for all' ethos was made clear, with discussion over possible titles: the virtual campus; Heriot-Watt Online; the digital campus; Learning wherever you are; and others. It was noted that more consideration would be given to this, including to conduct some market testing. It was noted that the intention was to be as inclusive as possible, and that as well as offering commercially beneficial opportunities, this development would help to support and expand existing work with marginalised sections of the community, such as refugees and recent immigrants.

In discussing how the initiative could be implemented, the Senate noted that cross-School working would be crucial, and that professional services support would be integral to the success. It was noted as important to ensure that, once established, the online provision would remain current and attractive to learners, and that the system should be sufficiently flexible to enable learners to change mode if they wished. It was noted that a pilot was in preparation, and lessons learned would inform further developments. It was suggested in discussion that this development would require a step change in many of the University's practices, including in requirements for assessment. It was further noted that many Students were already in mixed mode, and that a challenge would be to ensure that the traditional strengths offered by 'face-to-face' learning would be maintained when offering scaled-up online provision. It was recognised that there existed a spectrum of learners, and that language was crucial to ensure accessibility. It was further noted that the Heriot-Watt provision of online learning could be differentiated by ensuring that the high quality research activity would inform the learning environment in a meaningful and successful manner.

The Senate thanked the Deputy Principal (Learning and Teaching), the Deputy Principal (Enterprise and Business), and the Head of School (Social Sciences) for the presentation and follow-up discussion.

The Senate noted the presentation.

M19/64 REVIEW OF THE ACADEMIC YEAR {SEN/19/36}

Received The Senate received and considered a brief introduction from the Deputy Principal (Learning and Teaching) to the proposed formal review of the academic year.

Noted The Senate noted that the current structure of the academic year had been in place since September 2008, when there had been a change from three terms to two semesters, and from ten-credit to fifteen-credit courses. It was noted that in advance of this move there had been significant discussion at Senate and in the Schools to gain agreement for and to help implement the (then) new arrangement. The Senate noted that the nature of the University had changed since 2008, particularly following the embedding of the campuses in Dubai and Malaysia, and through developments in ways of

working and of assessment. The University had proved itself to be remarkably successful in implementing change.

The Deputy Principal (Learning and Teaching) highlighted however that some 'pinch points' were increasingly apparent in the current structure, with particular difficulty encountered around the diet of assessments at the end of Semester 1. It was noted that staff were increasingly using the Christmas vacation period to ensure that marking and moderation of assessments would be complete in advance of the start of Semester 2. It was suggested that this was not tenable from a workload and well-being perspective, and that it was timely therefore to review the academic year.

The Senate noted that a small working group would be convened by the Deputy Principal (Learning and Teaching) to progress the review on behalf of the University Executive (UE) and the Senate, and that reports would be made via the appropriate committees of the UE and the Senate, as well as (ultimately) to those bodies. Any necessary changes to Ordinances would also be put to the Court, with the Ordinances and Regulations Committee consulted accordingly. The Senate noted that the working group would comprise members of academic and professional services staff (including the Head of Academic Quality) as well as student representatives. It was emphasised that this was the start of an extensive consultation process, and that an open and transparent review and reporting process was anticipated.

In discussion it was noted that the review would be wide-ranging, with a framework comprising the three areas of academic, structure (including governance) and business. It was recognised that there were several University wide initiatives currently underway, and it was intended that this review would complement, not distract from, those. It was suggested that the review usefully could take into account developments in the learning and teaching environment, including the increasing prevalence of blended learning. It was recognised, however, that the review outcomes would not be expected to resolve every issue.

The Senate expressed support for the review, and noted that there would be opportunity at a future meeting to consider the remit, scope and timeline.

JWS /
MK

Date
t.b.c

M19/65 UPDATE ON PREPARATIONS FOR REF 2021 {SEN/19/37}

Received The Senate received and considered a presentation from the Deputy Principal (Research and Innovation), supported by Dr Weir of the Research Engagement Directorate (RED), highlighting the programme of actions being taken to prepare for the Research Excellence Framework (REF) 2021.

Noted The Senate noted that the University Committee for Research and Innovation (UCRI) continued to maintain an overview of the REF preparations, and that the support of colleagues in RED and elsewhere continued to ensure that the preparations remained on track. The Senate noted that the Code of Practice covering the selection of outputs for submission and the declaration of special circumstances had been approved by the Scottish Funding Council. The Senate recognised it was important for any colleagues who believed their research may have been affected by special circumstances to report these within the deadline. Any such declarations would be kept confidential.

The Senate noted that the predicted quality profile for research outputs had improved across nearly all Units of Assessment (UoA). With work continuing in some areas to seek to ensure that all submissions would be high quality. Progress had also been made on the development of Impact Case Studies, although, as planned, work would continue in the coming months to further develop these. Predicted 'scores' were noted to be broadly within

expectations. The Senate further noted that initial drafts of the Environment Statements had been completed by the UoA teams, and these would be reviewed and worked up within the required timescale. It was noted that all elements of the submission required to be completed and ready to submit by early November 2020. Every effort was being made to ensure that this deadline would be adhered to, with high quality submissions, and all requirements met.

The Senate noted the information and thanked the Deputy Principal (Research and Innovation), and Dr Weir for the information provided and the extensive work they and their teams were doing on this important matter.

M19/66 REPORT FROM THE ORDINANCES AND REGULATIONS COMMITTEE [Paper: SEN/19/39]

Received The Senate received and considered the report of the meeting held on 3 October 2019, and subsequent business by correspondence, as presented by the Chair of the Ordinances and Regulations Committee (ORC). Each matter was taken in turn as recorded below.

Received / Noted / Endorsed The Senate received, considered and, on the recommendation of the ORC, **agreed to endorse** for Court approval modifications to Ordinance J1 *Appointment of the Vice-Principal of the University* and Ordinance F2 *Appointment Academic Staff and of Professional Services Staff and of the Librarian*. It was anticipated that the Court would consider the modifications at its meeting on 13 December 2020.

AMDP Dec 2019

The Senate noted that the intended modifications to Ordinance J1 were to streamline the composition of the joint committee of the Senate and the Court, whilst also ensuring greater alignment with the requirements of Ordinance F2 in relation to the conferral of professorships. This would permit a successful candidate for the position of Vice-Principal to be appointed as a professor without the need for further process. A complementary modification was proposed for Ordinance F2 to reflect the change to Ordinance J1, and also an anticipated change to Ordinance H1 *Appointment and Appraisal of the Principal and Vice-Chancellor*. The Senate noted that due consideration of Ordinance H1 would be conducted with proposed modifications brought to a future meeting of the Senate. The aim was to bring greater consistency in relation to the appointment of the senior office bearers of the University. The Senate further noted that an additional modification would be required to Ordinance J1 in relation to the participation of the Chair of Court. This would be progressed by correspondence in January 2020.

ORC Spring 2020

ORC Jan 2020

The Senate noted that the opportunity had been taken when considering Ordinance F2 to also propose some straightforward modifications to remove some out-dated requirements relating to the appointment of the 'Librarian'. If approved by the Court, the new title of Ordinance F2 would be "*Appointment Academic Staff and of Professional Services Staff*". Further work was underway in relation to more complex elements of the processes and requirements described in Ordinance F2, with the outcomes brought to a future meeting of the Senate. It was noted that among the areas of consideration were the academic and governance requirements relating to the appointment of Professors, Associate Professors, Assistant Professors and Teaching Assistants. One element would be to embed the requirement for appropriate expertise and perspective to be brought to bear when recruiting to the respective academic positions. Consideration would also be given as to how to ensure values and principles of equality and diversity would properly be taken into account.

ORC Spring 2020

The Senate received, considered and, with an agreement to amend the period of office of two of the members appointed by the Senate, **agreed to endorse** for Court approval modifications to the Terms of Reference of the ORC. The Court would consider the modifications at a future meeting, after due consideration by the Governance and Nominations Committee of the Court. The Senate noted that the amendment to the periods of office were in order to comply with the stipulations of Ordinance B9 *Joint Committees of the Court and Senate*.

AMDP

Spring
2020

The Senate noted the remaining elements of the report, including the minutes of the ORC meeting on 3 October 2019, and thanked the Chair of the ORC, and other colleagues involved, for their continuing diligence.

M19/67 APPOINTMENT OF VICE-PRINCIPAL IN 2020 (Paper SEN/19/38)

**Received /
Noted /
Agreed**

The Senate received, considered and **agreed** a proposal put forward by the Secretary of the University that the members of the Senate to be appointed to the Joint Committee of the Court and the Senate being convened to appoint the Vice-Principal in 2020 would be: Professor Pelloni; Professor Al-Atabi; and Professor McLaughlin. It was noted that as well as providing expertise and broad perspective, these appointments would fulfil the requirement that at least two members of the joint committee would be professors of the University.

M19/68 REPORT FROM THE SENATE COMMITTEE FOR INTERIM BUSINESS AND EFFECTIVENESS (SCIBE) [Paper: SEN/19/40]

Received

The report of business conducted by correspondence as presented by the Acting Principal.

Noted

The Senate noted the matters that SCIBE had conducted on behalf of the Senate in the period since the previous Senate meeting, and gave particular attention to the extraordinary dispensation agreed by the SCIBE in relation to Regulation 42 *Formation of New Companies*. It was noted that the circumstances leading to the requirement for the dispensation were detailed in the paper, and that the SCIBE had agreed to set aside for a specific case the terms of clause 4.1 in Regulation 42. The Senate noted that the terms of Regulation 42, along with the overall Intellectual Property Policy, were under review, and that consideration would be given in the correct channels, commencing with the UCRI. It was noted that the contents of Regulation 42 properly should be expressed in an Ordinance, and that the Senate would receive a proposal to this end in the spring of 2020 before making a recommendation to the Court.

UCRI /
ORCSpring
2020

The Senate noted the other matters that SCIBE had conducted on its behalf, as listed in the Report, and which included: the granting of Visiting, Honorary and Emeritus titles; agreeing the composition of Professorial Appointment Committees; and to appoint members to Committees of the Senate.

M19/69 UNIVERSITY COMMITTEE FOR LEARNING AND TEACHING [Paper: SEN/19/41]

Received

The minutes of the meeting of the University Committee for Learning and Teaching (UCLT) held on 6 November 2019, as presented by the Chair of the Committee.

Noted

The Senate received and considered a verbal update from the Head of Academic Quality on the preparations for the ELIR visits in January and March 2020. It was noted that a suite of over two hundred documents had been submitted to the ELIR team, and that the University would expect to

hear in mid-January 2020 the themes that the ELIR team would most like to explore in the course of the visit. As previously noted, the January visit was a preliminary session over two days, and the March visit was more extensive, over a five-day period. The March visit would form a large-scale review and would include meetings with staff and Students on all five campuses. Several Senators, including Student members, would be involved in the visits.

The Senate noted the information and thanked the Deputy Principal (Learning and Teaching) and the Head of Academic Quality – and supporting team – for their diligent work in preparing for the ELIR visit.

M19/70 UNIVERSITY COMMITTEE FOR RESEARCH AND INNOVATION [Paper: SEN/19/42]

Received The minutes of the meeting of the University Committee for Research and Innovation (UCRI) held on 21 November 2019 as presented by the Chair of the Committee.

Noted The Senate received and noted the report of business conducted by the Committee. It was noted that an internal audit had been conducted in relation to ethics compliance in the University. A positive picture had been returned, with no “critical” or “high” classifications. A recommendation had been received with regard to ethics training and GDPR, which was being acted upon under the auspices of the University Research Ethics Committee. The UCRI would be kept informed and involved as appropriate. Any colleagues identified for this training were urged to attend the relevant sessions.

M19/71 UNIVERSITY COMMITTEE FOR QUALITY AND STANDARDS [Paper: SEN/19/43]

Received The minutes of the meetings of the University Committee for Quality and Standards (UCQS) held on 25 September 2019 and 20 November 2019 as presented by the Chair of UCQS.

Noted The Senate received and noted the report of business conducted by the Committee. As well as the items for noting, the Senate was invited to approve some minor, administrative, revisions to the Terms of Reference. In discussion it was noted that further modification would be required to the terms of reference of all of its committees in order properly to reflect the provision in the Statutes relating to Chair’s Action. The clerk was tasked with bringing forward suitable wording.

Clerk Spring
2020

Approved The Senate was content to **approve** the updated Terms of Reference, and anticipated receiving a further proposal for modifications to the terms of reference of all of its committees in due course.

M19/72 HONORARY DEGREES WORKING GROUP {PAPER SEN/19/44}

Received The Senate received and noted the report following the meeting of the Honorary Degrees Working Group (HDWG) held on 5 November 2019 as presented by the Chair of HDWG.

Noted The Senate noted that part of the role of HDWG was to identify and forward nominations from the University for UK Honours (i.e. the New Year and Queen’s Birthday honours). The HDWG had requested that the Senate highlight the request for nominations to be promoted proactively within the University. Individual Senators were encouraged to put colleagues forward for the awards, and to encourage others also to do so.

All Ongoing

Approved The Senate was content to **approve** the updated Terms of Reference, which incorporated some minor, administrative, revisions.

M19/73 ACADEMIC COUNCIL (DUBAI) {PAPER SEN/19/45}
Received The Senate received and noted the minutes of the most recent meetings of the Academic Council (Dubai) (held on 9 May 2018 and 6 March 2019) as presented by the Chair of the Academic Council. There were no matters requiring the particular attention of the Senate at this time.

M19/74 ACADEMIC COUNCIL (MALAYSIA): MINUTES OF MEETINGS HELD ON 29 JUNE 2018 AND 29 SEPTEMBER 2017 {PAPER SEN/19/46}
Received The Senate received and noted the minutes of the most recent meetings of the Academic Council (Malaysia) (held on 29 June 2018 and 29 September 2017) as presented by the Chair of the Academic Council. There were no matters requiring the particular attention of the Senate at this time.

M19/75 APPOINTMENT OF ACADEMIC STAFF IN 2019 {PAPER SEN/19/47}
Received The Senate received and noted the report of Academic Staff who had joined and left the University in the six months to 31 October 2019. It was emphasised that the report must remain strictly confidential to Senate members and attendees.

Noted The Senate noted that the information had been provided in accordance with Ordinance F2. Some detailed queries were raised, and some amendments to the data would be passed on to the HR department, via the clerk. The Senate noted that some analysis of staff turnover was intended as part of the assessment of workload modelling, and that benchmarking against comparable institutions would also be useful.

Clerk Dec 2019

M19/76 ANY OTHER BUSINESS
Noted The Acting Principal drew to the attention of the Senate the forthcoming retirement of Mr Richard McGookin, who as Director of Planning, had participated in many meetings of the Senate over a number of years. Mr McGookin had made an immense contribution to the development of Heriot-Watt during his long career, in a variety of roles with the University. The Senate joined the Acting Principal in offering best wishes to Mr McGookin for a long and happy retirement.

The Acting Principal drew closed the meeting by thanking all attendees for their participation in the work of the Senate – and of the University as a whole – in the preceding year, and wished all Senators and attendees a very peaceful holiday and a merry Christmas!

M19/77 DATES OF FUTURE MEETINGS
Noted The dates of meetings of the Senate in Session 2019/20 were noted as:
 Wednesday 26 February 2020;
 Thursday 23 April 2020;
 Wednesday 17 June 2020.

Signed by the Chair Date

In the Chair:	Professor Richard A Williams, Principal and Vice-Chancellor	
Present Also:	Mr Soehl Abraham Professor Mushtak Al-Atabi Dr Lyonell Boulton Dr Euan Brown Dr Jim Buckman Dr Jim Cameron Dr Antonin Chapoy Professor Patrick Corbett Professor Malcolm Chrisp Dr Ahmed EISheik Professor Ian Galbraith Dr Fadi Ghaith Professor Alan Gow Dr Hagir Hakim Dr Amos Haniff Professor Gillian Hogg Dr Paul Hopkinson Professor Julian Jones Professor Ammar Kaka Dr Nasir Al Lagtah Ms Jenny Lantair Professor Angus Macdonald	Professor Robert MacIntosh Professor Steve McLaughlin Dr Bill MacPherson Dr Kevin Muldoon Dr Gillian Murray Professor Jemina Napier Dr Mehdi Nazarinia Mrs Vanessa Northway Dr Mutasim Nour Mr Larry O'Brien Mr Mark Parker Professor Beatrice Pelloni Professor Garry Pender Dr Joanne Porter Mr Kieran Robson Renner Professor John Sawkins Professor Vicki Stone Ms Rachel Sutherland Professor Gillian Thomson Professor Fiona Waldron Dr Daniil Yurchenko
In Attendance:	Ms Ann Marie Dalton-Pillay Ms Kathy McCabe Dr Maggie King Ms Lucy Everest (Executive Director, Global Marketing)	Mr Paul Travill Ms Em Bailey Mr John McDermott (Clerk)
Observers:	Mr Grant Innes (Chair of Court elect)	Mr Graeme Dickson (member of Court)
Apologies:	Professor Scott Arthur Dr Tessa Berg Dr Keith Brown Ms Aoife Clarke Ms Sue Collier Professor Susan Dewar Dr Catherine Donnelly Professor Dugald Duncan Dr Alan Forster Dr Shumei Gao Dr Dave Jenkins Dr Ruhul Khandaker	Dr Aude Le Guennec Dr Fiona McNeill Mr Lee Miles Dr Gina Netto Dr Sandhya Patidar Ms Jane Priest Dr Mohamed Sherif Dr Katerina Strani Professor Nick Taylor Dr Kathryn Waite Professor Robert Weston Dr Marion Winters

MINUTE REF

ACTION
BY DATE

20/01

WELCOME AND ANNOUNCEMENTS

The Principal welcomed the Senate to its first meeting of the New Year, and made special mention of Mr Innes and Mr Dickson, the two members of the Court who were observing the meeting on this occasion

The apologies for absence were recorded.

M20/02 MINUTES OF THE PREVIOUS MEETING

Received The minutes of the meeting held on 12 December 2019.

Approved The Senate **approved** the minutes as a correct record.

M20/03 ACTION LOG [PAPER: SEN/20/02] and MATTERS ARISING

Noted The Senate received and considered the Action Log that had been updated since the previous meeting. No Matters Arising were reported.

M20/04 REPORT FROM THE PRINCIPAL AND VICE-CHANCELLOR [Paper: SEN/20/03]

Received The Senate received and considered a report from the Principal, which gave the Senate a summary of key issues and news for the University and the wider HE sector.

Noted The Senate considered the themes contained in the Report and noted in particular:

That congratulations were due to many colleagues for their recent professional achievements, appointments, grants, successes and recognition. Of particular note were Professors Fitzpatrick and Bramley and the iSphere team for receiving the Queen's Anniversary Prize at a ceremony in the previous week. The Principal suggested that it was especially significant that the University had received such a prestigious award for work in social sciences.

The Senate noted that the situation surrounding the COVID-19 outbreak was fast-changing and presented multiple challenges. The University had a number of programmes and other activities with links to China, and different academic arrangements were underway to support Students who may be affected, directly or indirectly, by the situation. The Senate noted that the Deputy Principal (Learning and Teaching) was leading a small team to assess and scenario plan both short and long-term implications of the outbreak across the whole University. The Directors of Learning and Teaching were ensuring that the circumstances of each School would be taken into account, and were facilitating two-way communication. A further aspect was that advice for travelling on University business was changing on a daily basis, with close regard being paid to government and other guidance. Senators, as with all colleagues, were urged to continue to monitor the situation, and to keep up to date with the on-going updates on the Staff Portal. The Principal emphasised that although this situation was challenging, the calm and attentive approach of the University, allied with colleagues working creatively together, would help to ensure the best outcomes for Students and Staff.

The Senate further noted that a key objective in Strategy 2025 was to contribute towards global environmental sustainability, and that in 2020 a distinctive approach would be taken to develop this important work. It was noted that as well as important steps to de-carbonise the University's operations in its different locations, a key element would be to align research activity towards global CO₂ reduction. There already was considerable expertise within the University, and there would be further development, under the leadership of Professor Maroto-Valer to develop strategy across all the University's campuses. The Senate noted that it would receive more information on this at future meetings. It was further noted that the University's Travel Policy would be reviewed as part of the overall approach.

The Senate also noted that 2021 would be the Bicentennial Year of the University. Senators were invited to put forward suggestions for events and activities, and to invite colleagues also to do so. Events had been planned

for the Expo2020 in Dubai, and the original location of the University, St Cecilia's Hall in Edinburgh, had been secured for the weekend in October 2021 that would coincide with the opening of the first course offered by the institute that would become Heriot-Watt University. The Senate noted that a planning group was being formed, and that any Senators interested in joining should contact the Principal directly. The Senate looked forward to further information over time.

The Senate noted the Report.

M20/05 PORTFOLIO MODERNISATION [Presentation]

Received The Senate received and considered a presentation from the Executive Director of Global Marketing, and each of the Heads of School on the portfolio modernisation programme. The Deputy Principal (Learning and Teaching), also contributed to the discussion.

Noted **XXX**(The Senate noted that the context in which the modernisation process was being undertaken included discussion on scaling up the University's Online provision. This was recognised as an important element of taking forward the University's Strategy 2025. {NB the presentation is logged on the [Senate SharePoint site](#)}).

The Senate received and considered a presentation from the Executive Director of Global Marketing, and each of the Heads of School on the portfolio modernisation programme. The objectives of the programme were noted to be to: Refine and refresh our taught programme portfolio from 2020 onwards across all our campuses; Deliver an additional increase in income (after costs) of £5m by 2022/23; Retain and strengthen our distinctive brand characteristics; Drive reputation and maintain quality of student intake; and Build-in and systematise review and agility for future years.

The Senate noted the methodology and diligence being applied, and welcomed the workshops that were being held in Schools, and other consultative aspects. The market analysis was explained, and scope for growth after rationalisation was noted. It was emphasised that some new programmes would be developed as a consequence of this exercise, as well as some being discontinued. The key would be to enhance the institutional 'offer' whilst reducing the administrative burden on academic Staff and creating capacity for growth. Student mobility was highlighted as a unique feature offered by Heriot-Watt, and which would help to attract students as the market changed. The Senate noted the timeline of the Project, recognising that there was a lead-time of around eighteen months for new programmes, and that many students joining an existing programme would do so for a period of five years. It was emphasised that care would need to be taken to preserve the student experience during transition phases.

The Senate considered the summary information offered by the Heads of School, noting that detailed discussions were underway in each School. The Heads emphasised that decisions would be informed by market intelligence, supplemented by local factors, including feedback received in the National Student Survey, and particular industry needs. A common theme was the consolidation of similar programmes into more streamlined provision. The benefits of simplifying provision in terms of marketing and of administering were explained, as were the benefits of encouraging synergy and collaboration. Aspects of provision in Dubai and Malaysia were being taken into account, and postgraduate and online provision was highlighted as offering particular opportunity for growth.

The Senate noted that this strategic development would be supported with investment in tools and staff, and the growth would be progressed in an integrated manner. It was emphasised that the intention was not to replicate

online the face-to-face 'classroom experience', but rather to create a blended provision that would enhance the Student focus and ensure consistently high academic standards on a massive scale. It was noted that the environment was highly competitive, but that scaling-up online provision was crucial to the development and sustainability of the University.

It was recognised that language was very important to help drive the cultural change necessary to support this strategic development. The Senate therefore considered the naming conventions for the initiative to ensure the 'digital for all' ethos was made clear, with discussion over possible titles: the virtual campus; Heriot-Watt Online; the digital campus; Learning wherever you are; and others. It was noted that more consideration would be given to this, including to conduct some market testing. It was noted that the intention was to be as inclusive as possible, and that as well as offering commercially beneficial opportunities, this development would help to support and expand existing work with marginalised sections of the community, such as refugees and recent immigrants.

In discussing how the initiative could be implemented, the Senate noted that cross-School working would be crucial, and that professional services support would be integral to the success. It was noted as important to ensure that, once established, the online provision would remain current and attractive to learners, and that the system should be sufficiently flexible to enable learners to change mode if they wished. It was noted that a pilot was in preparation, and lessons learned would inform further developments. It was suggested in discussion that this development would require a step change in many of the University's practices, including in requirements for assessment. It was further noted that many Students were already in mixed mode, and that a challenge would be to ensure that the traditional strengths offered by 'face-to-face' learning would be maintained when offering scaled-up online provision. It was recognised that there existed a spectrum of learners, and that language was crucial to ensure accessibility. It was further noted that the Heriot-Watt provision of online learning could be differentiated by ensuring that the high quality research activity would inform the learning environment in a meaningful and successful manner.)**XXX Reserved section (Ref section 33, FOI(S)A).**

The Senate thanked the Deputy Principal (Learning and Teaching), the Executive Director Global Marketing, and the Head of School (Social Sciences) for the presentation and follow-up discussion.

The Senate noted the presentation.

M20/06	INITIAL REPORT ON THE STAFF SURVEY OUTCOMES [Presentation]
Received	The Senate received and considered a presentation from the Deputy Principal (Engagement & Staff Development) giving the headline outcomes of the Staff Survey, with some supporting detail. {NB the presentation is logged on the Senate SharePoint site }.
Noted	It was noted that further detail would be considered within each of the Schools and on a campus-specific basis. Certain of the questions had been used in equivalent exercises across the Sector, and thus would provide opportunity for benchmarking in years to come. The Senate noted the thematic overview, and some of the elements highlighted in the presentation, with particular focus on those measures that indicated staff satisfaction in relation to the Strategic Performance Indicator aim of attaining at least 80% staff satisfaction. Presently the exercise suggested an indicator of 70%. It was recognised that significant work would be required to close the gap. The

Senate considered some of the steps that were underway, and noted that the topic would be returned to in future.

**M20/07 REPORT FROM THE ORDINANCES AND REGULATIONS COMMITTEE
[Paper: SEN/20/04]**

Received The Senate received and noted the report of the business conducted by
Noted correspondence, as presented by the Chair of the Ordinances and
Regulations Committee (ORC). It was noted that there were no matters for
approval or endorsement on this occasion, as the Senate recently had
considered and endorsed by correspondence some further modifications to
Ordinance J1 *Appointment of the Vice-Principal of the University*. These
modifications subsequently had been approved by the Court.

**M20/08 REPORT FROM THE SENATE COMMITTEE FOR INTERIM BUSINESS
AND EFFECTIVENESS (SCIBE) [Paper: SEN/20/05]**

Received The report of business conducted at the recent meeting and by
correspondence, as presented by the Principal, the Chair of the Committee.

Noted The Senate noted in particular the matters that SCIBE had conducted on
behalf of the Senate in the period since the previous Senate meeting, which
included: the granting of Honorary and Emeritus titles; agreeing the
composition of Professorial Appointment Committees; and the appointment
of members to Committees.

Approved Subject to any comments being submitted subsequent to the meeting, the
Senate was content to **approve** the updated Statement of Primary
Responsibilities and Delegations (SSPRD), which had been amended to
take account of the new Charter and Statutes. The Senate noted that the
updated SSPRD had been made available on SharePoint only, and thus not
all members might have had the opportunity to consider the revisions prior
to the meeting.

Clerk's note: no further comments had been received by 20 March 2020

**M20/09 UNIVERSITY COMMITTEE FOR LEARNING AND TEACHING [Paper:
SEN/20/06]**

Received The Senate received and noted the report of business conducted at the
Noted meeting of the University Committee for Learning and Teaching (UCLT) held
on 22 January 2020, as presented by the Chair of the Committee. The
Senate noted in particular the Feedback and Themes received following the
ELIR Pre-Planning Visit. It was also noted that, after consideration by the
Committee, and in response to concerns expressed among the academic
community, the planned 'go live' date for the new Virtual Learning
Environment (VLE) would be put back to the start of session 2021/22.

**M20/10 UNIVERSITY COMMITTEE FOR QUALITY AND STANDARDS [Paper:
SEN/20/07]**

Received The Senate received and noted the report of business conducted at the
Noted meeting of the University Committee for Quality and Standards (UCQS) held
on 29 January 2020 as presented by the Chair of the Committee.

**M20/11 UNIVERSITY COMMITTEE FOR RESEARCH AND INNOVATION [Paper:
SEN/20/08]**

Received The Senate received and noted the report of business conducted at the
Noted meeting of the University Committee for Research and Innovation (UCRI)
held on 6 February 2020 as presented by the Chair of the Committee. It was

noted that the Postgraduate Research Experience Survey (PRES) would be considered at a future UCRI meeting.

M20/12 REPORT FROM HERIOT-WATT REPRESENTATIVES ON THE EDINBURGH UNIVERSITIES MILITARY EDUCATION COMMITTEE [PAPER SEN/20/09]

Received The Senate received and noted the report from Heriot-Watt representatives
Noted on the Edinburgh Universities Military Education Committee. It was noted that there may be time at the next meeting for Senators to raise any points in connection with the report.

M20/13 ANY OTHER BUSINESS

Noted The Principal closed the meeting by thanking all attendees for their participation in the meeting, which had been foreshortened so that the joint meeting of the Court and Senate could take place later in the day.

M20/14 DATES OF FUTURE MEETINGS

Noted The dates of meetings of the Senate in Session 2019/20 were noted as:
Thursday 23 April 2020; Wednesday 17 June 2020.
The dates of meetings of the Senate in Session 2020/21 were noted as:
Wednesday 9 September 2020; Thursday 5 November 2020;
Wednesday 3 February 2021; Thursday 29 April 2021;
Wednesday 16 June 2021; Wednesday 17 June 2020.

Signed by the Chair Date

In the Chair:	Professor Richard A Williams, Principal and Vice-Chancellor	
Present Also:	<p>Mr Soehl Abraham Professor Mushtak Al-Atabi Professor Scott Arthur Dr Tessa Berg Dr Lyonell Boulton Dr Euan Brown Dr Keith Brown Dr Jim Buckman Dr Jim Cameron Dr Antonin Chapoy Professor Malcolm Chrisp Ms Aoife Clarke Professor Patrick Corbett Professor Susan Dewar Professor Dugald Duncan Dr Ahmed Elsheikh Dr Alan Forster Professor Ian Galbraith Dr Shumei Gao Dr Fadi Ghaith Professor Alan Gow Dr Hagir Hakim Dr Amos Haniff Professor Gillian Hogg Dr Paul Hopkinson Dr Dave Jenkins Professor Julian Jones Professor Ammar Kaka Dr Ruhul Khandaker Dr Nasir Al Lagtah Ms Jenny Lantair</p>	<p>Dr Aude Le Guennec Professor Angus Macdonald Professor Robert MacIntosh Dr Bill MacPherson Dr Fiona McNeill Mr Lee Miles Dr Kevin Muldoon Dr Gillian Murray Dr Mehdi Nazarinia Dr Gina Netto Ms Vanessa Northway Dr Mutasim Nour Mr Larry O'Brien Mr Mark Parker Dr Sandhya Patidar Professor Beatrice Pelloni Professor Garry Pender Dr Joanne Porter Mr Kieran Robson Renner Professor John Sawkins Dr Mohamed Sherif Professor Vicki Stone Dr Katerina Strani Ms Rachel Sutherland Professor Nick Taylor Professor Gillian Thomson Dr Kathryn Waite Professor Fiona Waldron Professor Robert Weston Dr Marion Winters Dr Daniil Yurchenko</p>
In Attendance:	<p>Ms Em Bailey Ms Lucy Everest (Executive Director, Global Marketing) Dr Maggie King Ms Kathy McCabe</p>	<p>Ms Ruth Moir Mr Paul Travill Ms Lorna Kirkwood-Smith (Clerk) Mr Iain Dods (Clerk)</p>
Observers:	Mr Grant Innes (Chair of Court Elect)	
Apologies:	<p>Ms Sue Collier Ms Ann Marie Dalton-Pillay Dr Catherine Donnelly</p>	<p>Professor Steve McLaughlin Professor Jemina Napier Ms Jane Priest</p>

MINUTE REF

ACTION
BYACTION
DATE

20/15

WELCOME AND ANNOUNCEMENTS

The Principal welcomed all those participating in the meeting. Special mention was made of Mr Innes, the Chair of Court Elect from 2020/21, who was observing the meeting on this occasion, and Ms Everest and Ms Moir, who were attending the meeting in Acting Secretary roles in the absence of the Secretary of the University. In particular, the Principal thanked colleagues, especially those with caring responsibilities, for continuing to attend meetings and carry out business as normally as possible during the

covid-19 lockdown. The Principal emphasised the importance of honouring and strengthening the University's values and ethos at this time, and emphasised opportunities for the University to play a leading part in the future economic recovery. He highlighted the need to focus on different ways of working, to develop the new, and to stop doing some of the old.

On behalf of the Senate, the Principal also congratulated Máiréad Nic Craith, Professor of Cultural Heritage and Anthropological Studies, on her appointment as a fellow of the Academy of Social Sciences.

The apologies for absence were recorded.

M20/16 MINUTES OF THE PREVIOUS MEETING

Received The minutes of the meeting held on 26 February 2020.

Approved The Senate **approved** the minutes as a correct record.

M20/17 ACTION LOG [PAPER: SEN/20/10] and MATTERS ARISING

Noted The Senate received and considered the Action Log that had been updated since the previous meeting. No Matters Arising were reported.

M20/18 REPORT FROM THE PRINCIPAL AND VICE-CHANCELLOR [Paper: SEN/20/11]

Received The Senate received and considered a report from the Principal, which gave the Senate a summary of key issues and news for the University and the wider Higher Education sector.

Noted The Senate considered and noted details of the themes covered in the Report.

M20/19 MITIGATING THE IMPACT OF COVID-19: LEARNING AND TEACHING [SEN/20/12a]

Received The Senate received and considered a report from the Deputy Principal for Learning and Teaching on decisions made to mitigate the impact of covid-19 on examinations and assessment for current students.

Noted The Senate noted that following two SCIBE meetings held in March 2020, the decision was taken that 'take home' exams would be held instead of 'sit-in' exams during the August exam diet. This brought the University in line with developments in other institutions worldwide.

In terms of the 2020/21 academic year, the Senate noted that while colleagues were exploring possible alternative start dates for a limited number of PGT programmes, it was intended that all other published dates in the academic calendar would remain the same in order to prevent further uncertainty for staff and students. A 'responsive blended learning' approach to learning and teaching would be adopted.

The Senate received assurance that appropriate support was being put in place for staff and students globally before the start of the new academic year. This included a new package of online webinars and training that would facilitate teaching and learning as well as cross-campus collaboration. Work was ongoing to explore the provision of lecture recordings, the organisation of a 'virtual welcome week' for students, as well as work on the practicalities associated with laboratory and other teaching, noting the importance of ensuring that no learning and teaching arrangements would disadvantage specific groups of staff and students, such as those without access to IT resources.

The Senate acknowledged the ongoing work of the student representatives in supporting the wellbeing of students and promoting the student experience during this time of increased pressure. In association with the 'responsive blended learning' approach, activities for students would initially be held online before being held face-to-face, which was fundamental for the promotion of the student experience as well as student wellbeing. The Senate also recognised that the Dubai student representative elections, recently held online, had promoted a positive atmosphere amongst students and had enjoyed the highest turnout of voters.

The Senate noted that the wellbeing of staff and students was a key driver of all learning and teaching decisions; further information and guidance for the new academic year would be made available in the coming weeks.

The Senate thanked the Deputy Principal for Learning and Teaching for his report, and he expressed his personal thanks for the hard work being carried out by all colleagues, often in difficult circumstances, in support of current and future students.

M20/20 RESEARCH AND ENTERPRISE [SEN/20/12b]

Received The Senate received and considered a report from the Deputy Principal for Research and Innovation, which provided an update on developments associated with the University's research activities as a consequence of, and in response to, the covid-19 lockdown.

Noted The Senate noted that UK Research and Innovation (UKRI) was functioning as normally as possible under the current circumstances and would continue to support research grant proposals and offer flexibility around deadlines. A number of funding proposals had been submitted in response to calls for funding, including calls made by the Chief Scientist Office, which would be supported by colleagues in the Research Engagement Team.

The Senate noted details of measures in place to support current postgraduate research students. The Research Futures Academy was offering online development courses to PhD students and academic staff, and the University also offered specific guidance in the form of 'Frequently Asked Questions'. UKRI would also be granting funded extensions for final year doctoral students for up to an additional six months of study. Processes and software had been developed to enable online thesis submission, along with procedures to allow oral examinations to take place online. Work was ongoing to ensure that PhD and other research students would graduate on time or have their funding extended.

It was noted that the Postgraduate Research Experience Survey for 2020 was now online and live. The Survey, which would shortly be communicated and promoted amongst the postgraduate community, was intended to increase engagement and improve the student experience in the future.

It was also noted that the submission date for the Research Excellence Framework (REF) 2021 had been postponed due to covid-19 but the Census date for staff eligibility of the end of July 2020 was retained; the University was continuing in its REF preparations to follow the existing timetable as far as possible.

It was emphasised that while the current lockdown placed constraints on the generation of business revenue, it also created opportunities for the University to drive forward economic growth in new ways in the future, including in the areas of technology and social sciences, which were being explored by colleagues in the Research Engagement Directorate. Especial

thanks were given to the graduate apprenticeship team for running 'virtual business breakfasts' during lockdown, which had been well attended.

The Senate noted that while it was possible for funding granted by the Global Challenges Research Fund to be carried forward into the future, research proposals should continue to be submitted according to normal timescales. Confirmation would be also be given in due course on whether research grant funding could be provided by UKRI or the UK Government.

The Senate discussed options for supporting research staff, and potentially staff working in other areas, who were unable to continue working normally during lockdown. It was noted that discussions on furloughing were ongoing between Heads of Schools, Directors of Research and the Principal Investigators of research projects, and it was agreed that the University would issue an announcement including advice regarding this matter.

GP May
2020

The Senate emphasised that the financial support offered to self-funded postgraduate research students should be prioritised according to individual need.

The Senate thanked the Deputy Principal for Research and Innovation for his report and acknowledged the progress that was being achieved in relation to all research projects.

M20/21 PORTFOLIO MODERNISATION [Presentation]

Received The Senate received and considered a presentation from the Executive Director of Global Marketing on the portfolio modernisation programme.

Noted XXX(....)XXX Reserved section: Ref Section 33, FOI(S)A

The Senate thanked the Executive Director of Global Marketing for her presentation and acknowledged the current progress of the portfolio modernisation programme, which would be of critical importance in maintaining the University's income.

M20/22 REPORT FROM THE SENATE COMMITTEE FOR INTERIM BUSINESS AND EFFECTIVENESS [Paper: SEN/20/13]

Received The Senate received and noted the report of the business conducted at the meetings held on 10 March and 17 March 2020, as presented by the Principal, the Chair of the Committee.

M20/23 SENATE COMMITTEE FOR INTERIM BUSINESS AND EFFECTIVENESS: AWARDS AND APPOINTMENT OF DEAN [Paper: SEN/20/13b]

Received The Senate received and noted the report of business conducted by correspondence, as presented by the Principal, the Chair of the Committee.

Noted

Approved The Senate was content to **approve** the recommendation of SCIBE for the conferment of degrees and other awards, and of EBS Intermediate Awards, as detailed in the report.

The Senate was also content to **approve** the recommendation of the Committee that Scott Arthur be appointed as Dean of Arts Humanities and Social Sciences for a period of three years from 1 April 2020 until 31 March 2023, and thanked him for standing.

M20/24 SENATE COMMITTEE FOR INTERIM BUSINESS AND EFFECTIVENESS: POLICY AND PROCEDURES – HONORARY, VISITING AND EMERITUS TITLES [Paper: SEN/20/14]

Received The Senate received and considered a report from the Vice-Principal, which set out a revised policy and procedures for the conferral of Honorary, Visiting and Emeritus titles and the rights and responsibilities associated with those positions.

Noted The Senate noted that the revised policy and procedures now made clear that holders of Visiting titles were permitted to receive remuneration from the University while holders of Honorary and Emeritus titles were not. All of these title holders could be appointed to a University Committee, but only in exceptional circumstances. A clearer definition was also provided of what Emeritus status and title entailed and details of circumstances were set out that could result in titles being withdrawn. Finally, the revised policy and procedures ensured that remuneration, along with travel and other reasonable expenses claimed by Honorary title holders, were pre-approved. It was noted that some erroneous ‘pre-approved’ references in Section 7 of the Policy would be corrected through replacement with the word ‘expenses’.

Approved The Senate was content to **approve** the revised policy and procedures, and acknowledged the contributions made by the clerk to the Senate, John McDermott, in their drafting.

M20/25 UNIVERSITY COMMITTEE FOR RESEARCH AND INNOVATION: MINUTES OF MEETING ON 9 APRIL 2020 [Paper: SEN/20/16]

Received The Senate received and noted the report of business conducted at the meeting of the University Committee for Research and Innovation (UCRI) held on 9 April 2020, as presented by the Chair of the Committee.
Noted

M20/26 ANY OTHER BUSINESS

Noted The Principal closed the meeting by thanking all attendees for their participation, noting that an additional meeting of Senate would take place on Wednesday 27 May 2020 from 9:30 to 11:30am (UK time). A key topic for discussion at the meeting would be the Staff Survey action plan.

M20/27 DATES OF FUTURE MEETINGS

Noted The dates of meetings of the Senate in Session 2019/20 were noted as:
 Wednesday 27 May 2020, a special additional Senate meeting;
 Wednesday 17 June 2020.

The dates of meetings of the Senate in Session 2020/21 were noted as:
 Thursday 3 September 2020; Thursday 5 November 2020;
 Wednesday 3 February 2021; Thursday 29 April 2021;
 Wednesday 16 June 2021; Wednesday 17 June 2020.

Signed by the Chair Date

In the Chair:	Professor Richard A Williams, Principal and Vice-Chancellor	
Present Also:	Mr Soehl Abraham Professor Mushtak Al-Atabi Dr Nasir Al Lagtah Professor Scott Arthur Dr Tessa Berg Dr Lyonell Boulton Dr Euan Brown Dr Keith Brown Dr Jim Buckman Dr Jim Cameron Dr Antonin Chapoy Professor Malcolm Chrisp Ms Aoife Clarke Professor Patrick Corbett Professor Susan Dewar Dr Catherine Donnelly Professor Dugald Duncan Dr Ahmed Elsheikh Dr Alan Forster Dr Shumei Gao Dr Fadi Ghaith Dr Hagir Hakim Dr Amos Haniff Professor Gillian Hogg Dr Paul Hopkinson Dr Dave Jenkins Professor Julian Jones Professor Ammar Kaka Dr Ruhul Khandaker Ms Elizabeth Lau Dr Aude Le Guennec (until M20/32)	Professor Angus Macdonald Professor Robert MacIntosh Dr Bill MacPherson (until M20/31) Dr Fiona McNeill Mr Lee Miles Dr Kevin Muldoon (until M20/32) Professor Jemina Napier (until M20/31) Dr Mehdi Nazarinia Dr Gina Netto Ms Vanessa Northway Dr Mutasim Nour Mr Larry O'Brien Mr Mark Parker Dr Sandhya Patidar Professor Garry Pender Dr Joanne Porter Ms Jane Priest (until M20/32) Mr Kieran Robson Renner Professor John Sawkins Dr Mohamed Sherif Professor Vicki Stone Dr Katerina Strani Ms Rachel Sutherland Professor Nick Taylor Professor Gillian Thomson Dr Kathryn Waite Professor Fiona Waldron Professor Robert Weston Dr Marion Winters Dr Daniil Yurchenko
In Attendance:	Ms Em Bailey (until M20/32) Mr Richard Cloughton Dr Maggie King Ms Kathy McCabe	Ms Ruth Moir Mr Paul Travill Ms Lorna Kirkwood-Smith (Clerk) Mr Iain Dods (Clerk)
Observers:	Mr Grant Innes (Chair of Court Elect)	
Apologies:	Ms Sue Collier Ms Ann Marie Dalton-Pillay Professor Ian Galbraith Professor Alan Gow	Professor Steve McLaughlin Dr Gillian Murray Professor Beatrice Pelloni

MINUTE REF

ACTION
BYACTION
DATE**M20/28****WELCOME AND ANNOUNCEMENTS**

The Principal welcomed all those participating in the meeting. Special mention was made of Mr Cloughton, the Global Director of Human Resources, who was attending to contribute to the presentation as part of M20/31, and Mr Innes, the Chair of Court Elect from 2020/21, who was observing the meeting on this occasion. The Principal noted that this meeting would focus on discussion of the outcomes of the Staff Survey 2019, the next

stages for the University in emerging from lockdown and the role of responsive blended learning.

The apologies for absence were recorded.

M20/29 MINUTES OF THE PREVIOUS MEETING

Received The minutes of the meeting held on 23 April 2020.

Approved The Senate **approved** the minutes as a correct record.

M20/30 ACTION LOG [PAPER: SEN/20/17] AND MATTERS ARISING

Noted The Senate received and considered the Action Log that had been updated since the previous meeting. No Matters Arising were reported.

M20/31 STAFF SURVEY ACTION PLAN [Presentation]

Received The Senate received and considered a presentation from the Deputy Principal for Staff Development and Engagement and the Global Director of Human Resources on the Staff Survey 2019 Action Plan.

Noted The Senate noted that prior to the covid-19 lockdown, the results of the Staff Survey had been presented to the University Executive, Senate and Staff Committee of Court. Local results of the Survey were presented to two Schools and seven areas of service, and the Dubai and Malaysia Campuses also presented their results. Since the start of lockdown, all meetings on this matter had either taken place remotely or the results had been disseminated by e-mail; options were being explored to hold face-to-face meetings with colleagues in Estates and Facilities Services. Action planning was currently ongoing within Schools and Professional Services.

The Senate emphasised that the Staff Survey was of critical importance to the 'building flourishing communities' theme of Strategy 2025 and noted that the current priority was the collation and finalisation of action plans.

Details were noted of the engagement scores of employees taken from the Staff Survey, which assessed, through asking detailed questions, the level of positivity they experienced towards the University and in their role. While the results indicated a strong sense of inclusivity amongst staff, many neutral instead of positive responses were given to questions and further work was required to improve the way that change and culture were managed across the University.

The Senate noted details of a number of themes that had emerged from the Staff Survey and the evolving actions associated with them. Wellbeing and inclusion were described as being critical for staff at the present time. It was noted that a paper had been presented to the University Executive and Staff Committee that would provide a more coherent framework of activities and support for students as well as staff. Further work would be undertaken in the area of career development to improve the guidelines on academic development and especially with regards to teaching and scholarships. In response to concerns raised from Senators around the new format of the annual Performance and Development Review (PDR) and its associated timeline, the Senate noted that the new PDR would become more of a structured conversation to support staff, focusing on one's development in one's role, and would be revised over time

In terms of senior management, all colleagues were working on their personal communication plans and were focused on providing clarity in their priorities; revisions would be made to the working arrangements of the University Executive. It was emphasised that Strategy 2025 and its values,

the key milestones of which had now been agreed, remained at the heart of all of the University's activities; further work would be undertaken to improve people's understanding of the Strategy. It was noted that over 300 nominations had been submitted for the values awards in June 2020, which was inspiring to see in the current circumstances. Measures had also been taken to improve guidance, support and career development for managers.

The Senate further recognised the importance of two-way communication and feedback, ensuring that people fully understand their role and listening and responding to them overtly, and noted details of various actions being taken to improve communication. The management of change and of the culture at the University was also recognised as essential. Several actions were being taken to prioritise this theme, including close collaboration and early engagement with trade unions on change matters and through pursuance of all recommendations arising from the recently published QC report.

The Senate noted details of ongoing measures that were being taken to support staff during lockdown. The Principal's 'Let's Talk' sessions continued to be held, along with continued communication with trade unions through weekly meetings of the Combined Joint Negotiation and Consultation Committee. In particular, colleagues were encouraged to participate in the Pulse Survey. The Survey was launched on 12 May 2020 to establish how colleagues were coping during lockdown and would provide insight into competing pressures faced by colleagues such as home schooling. Follow up Pulse Surveys would be conducted at a later stage.

Details were noted of the 'next steps' to be taken in relation to the Staff Survey. Further refinement of the Action Plans would be undertaken by Schools and the immediate rollout of actions by the University Executive would ensure that all actions were taken on board by colleagues upon their physical return to the University. The Senate noted in particular that the levels of bullying and harassment experienced by staff were of some concern and emphasised that all staff should be able to raise concerns safely and with a trusted person.

The Senate noted that a gender breakdown and further analysis of the Staff Survey results would be issued in due course and thanked the Planning Team for their contributions to this process.

Lastly, the Principal emphasised the role held by all staff, including Senators, in displaying the values and themes of Strategy 2025 and in working together collaboratively and in a determined way.

The Senate thanked the Deputy Principal for Staff Development and Engagement and the Global Director of Human Resources for their presentation, and acknowledged the ongoing progress being made and positive steps taken in response to the Staff Survey 2019.

M20/32 RESPONSIVE BLENDED LEARNING: PRINCIPLES AND PRACTICE [Presentation]

Received The Senate received and considered a presentation from the Deputy Principal for Learning and Teaching on the measures being taken to deliver 'responsive blended learning' to students during the current pandemic and plans for the academic year 2020-21.

Noted The Senate began by acknowledging the efforts of all colleagues who were working to complete the examinations, assessments and exam boards for the current cohort of students under a variety of difficult circumstances.

Colleagues also recognised the level of teamwork that had been displayed across the University, which had been cited as a model by other institutions.

The Senate noted details of the decisions that had been taken in relation to the academic year 2020-21, which would commence in just under 15 weeks' time and would follow the normal academic calendar.

The Senate received details of the practical arrangements associated with responsive blended learning, which aligned with the approved Learning and Teaching Strategy under Strategy 2025. It was noted that this new approach did not represent a transfer of face-to-face teaching to online learning and the needs of staff and students would be placed above any technological considerations. A central theme was the idea of the 'global learning community' across the University: students and staff in all locations were integral to the learning experience and an approach would be taken to suit all five Campuses. Arrangements would be made in due course to reintroduce face-to-face teaching on an appropriate scale, for example, through smaller laboratory work, and students would be updated about all plans regularly during summer 2020.

Details were noted of the key principles behind the development of responsive blended learning. Fundamentally, the wellbeing of staff and students underpinned all learning and teaching activities along with the overarching principle of delivering identical academic learning across the University. Measures taken would also be responsive to dynamic learning environments and any disruption faced in one's learning journey.

The Senate noted details of the key areas for action, which would commence with the preparation of courses and the introduction of responsive blended learning within each School. Details were also noted of the Supporting Student Learning Online (SSLO) Rapid Response Toolkit, produced by the Learning and Teaching Academy and available online, which provided immediate support for staff and students and advice and training on using online systems. It was emphasised that responsive blended learning was a pragmatic approach being taken in response to the current circumstances and did not serve as a substitute for normal learning and teaching practices.

The Senate received assurance that in the coming weeks, colleagues would address how best to support students working remotely without adequate IT facilities or working spaces. Feedback from the recent Pulse Survey for students would also be taken on board. Furthermore, colleagues were working closely to identify a rollout date for the University's new Virtual Learning Environment to suit all Schools.

The Senate thanked the Deputy Principal for Learning and Teaching for his presentation and the staff and colleagues from all Schools who were working in preparation for the delivery of responsive blended learning.

M20/33

**SENATE COMMITTEE FOR INTERIM BUSINESS AND EFFECTIVENESS:
REPORT OF MATTERS DEALT WITH BY CORRESPONDENCE IN APRIL
AND MAY 2020 [Paper: SEN/20/18]**

**Received
Noted**

The Senate received and noted the report of the business conducted by correspondence in April and May 2020, as presented by the Principal, the Chair of the Committee.

M20/34 UNIVERSITY COMMITTEE FOR QUALITY AND STANDARDS: REPORT FROM THE MEETING HELD ON 25 MARCH 2020 [Paper: SEN/20/19]

Received The Senate received and noted the report of the business conducted at the meeting held on 25 March 2020, as presented by the Head of the School of Textiles and Design, the Chair of the Committee.
Noted

M20/35 ANY OTHER BUSINESS

Noted The Principal closed the meeting by thanking the outgoing student representatives for 2019/20, in particular, the Student Union President and the Student Union Vice-President for Wellbeing, for their hard work and contributions to the University during their time in office and for the extreme professionalism they had displayed in recent months.

The Principal invited all colleagues to attend the Sports Union Blues and Volunteer Awards being held later in the day.

M20/36 DATES OF FUTURE MEETINGS

Noted The dates of meetings of the Senate in Session 2020/21 were noted as:

- Thursday 3 September 2020; Thursday 5 November 2020;
- Wednesday 3 February 2021; Thursday 29 April 2021;
- Wednesday 16 June 2021.

Signed by the Chair Date

In the Chair:	Professor Richard A Williams, Principal and Vice-Chancellor	
Present Also:	Mr Soehl Abraham Professor Mushtak Al-Atabi Dr Lyonell Boulton Dr Euan Brown Dr Keith Brown Dr Jim Buckman Professor Martha Caddell Dr Jim Cameron Dr Antonin Chapoy Professor Malcolm Chrisp Professor Patrick Corbett Professor Susan Dewar Dr Catherine Donnelly (until M20/44) Professor Dugald Duncan Dr Ahmed Elsheikh Ms Lucy Everest Dr Alan Forster Professor Ian Galbraith Dr Shumei Gao Dr Fadi Ghaith Professor Alan Gow Dr Hagir Hakim Dr Amos Haniff Mr Alexander Hedlund Professor Gillian Hogg Dr Paul Hopkinson Dr Dave Jenkins Professor Julian Jones (until M20/43) Professor Ammar Kaka Dr Ruhul Khandaker Ms Emily Lucy King Ms Elizabeth Lau	Dr Aude Le Guennec Mr Carlos Augustine Lim Zhen Yang Professor Angus Macdonald Professor Robert MacIntosh Dr Bill MacPherson Dr Fiona McNeill Mr Lee Miles Dr Kevin Muldoon (until M20/44) Dr Gillian Murray Professor Jemina Napier Dr Mehdi Nazarinia Dr Gina Netto (until M20/44) Ms Vanessa Northway Dr Mutasim Nour Mr Larry O'Brien Mr Mark Parker Dr Sandhya Patidar Professor Beatrice Pelloni Professor Garry Pender (until M20/48) Dr Joanne Porter Ms Jane Priest (until M20/50) Professor John Sawkins Dr Mohamed Sherif Dr Katerina Strani Ms Lara Stroudinsky Ms Rachel Sutherland Professor Nick Taylor Professor Gillian Thomson Professor Fiona Waldron Professor Robert Weston Dr Marion Winters Dr Daniil Yurchenko
In Attendance:	Dr Maggie King Ms Ruth Moir Mr Paul Travill	Ms Lorna Kirkwood-Smith (Clerk) Mr Iain Dods (Clerk)
Observers:	Mr Grant Innes (Chair of Court Elect)	
Apologies:	Dr Nasir Al Lagtah Professor Scott Arthur Ms Em Bailey Dr Tessa Berg Ms Sue Collier	Ms Ann Marie Dalton-Pillay Ms Kathy McCabe Professor Steve McLaughlin Professor Vicki Stone Dr Kathryn Waite

MINUTE REF

ACTION
BYACTION
DATE**M20/37****WELCOME AND ANNOUNCEMENTS**

The Principal welcomed all those participating in the meeting. Special mention was made of all of the newly elected student members of the Senate. The Principal also welcomed Professor Caddell, Director of the Learning and Teaching Academy, and Mr Innes, the Chair of Court Elect from 2020/21, who was observing the meeting on this occasion.

The apologies for absence were noted.

M20/38 MINUTES OF THE PREVIOUS MEETING

Received The minutes of the meeting held on 27 May 2020.

Approved The Senate **approved** the minutes as a correct record, following the agreement of the below minor amendment to section M20/31:

'In response to concerns raised from Senators around the new format of the annual Performance and Development Review (PDR) and its associated timeline, the Senate noted that the new PDR would become more of a structured conversation to support staff, focusing on one's development in one's role, and would be revised over time.'

M20/39 ACTION LOG [Paper: SEN/20/20] AND MATTERS ARISING

Noted The Senate received and considered the Action Log that had been updated since the previous meeting. No Matters Arising were reported.

M20/40 REPORT FROM THE PRINCIPAL AND VICE-CHANCELLOR [Paper: SEN/20/21]

Received The Senate considered a report from the Principal, which gave the Senate a summary of the University's progress and achievements according to key strategic themes as well as details of other developments made in the wider Higher Education sector.

Noted The Principal noted that this would be the last Senate meeting of 2019/20, a year that had been 'far from normal', and began by thanking all Senators for the work they had undertaken in recent weeks to ensure that undergraduate students could graduate and complete their studies successfully, and in their ongoing support of postgraduate students. It was acknowledged that the circumstances of lockdown had been particularly difficult for some colleagues working from home. The Senate also recognised the work of all colleagues who had continued to work physically on campus to monitor and uphold health and safety and regulatory standards, the rules for which varied according to each campus location, and in their support of students living on campus. In particular, the Senate thanked the Director of the Learning and Teaching Academy and her colleagues for the benefits that responsive blended learning had provided for staff and students.

The Senate acknowledged the University's strong performance in the 2021 Complete University Guide, having climbed to the 29th and 5th places in the UK and Scotland, respectively, and its performance in the QS World University Rankings, which had increased by 13 places annually. The University had also experienced progress in the ranking of universities in Dubai. These improvements in scores were largely driven by the enhanced National Student Survey (NSS) 2019 outcomes for certain Schools and the University's continued improvement in the Citations per Faculty measure, thanks in part to increased citations of Bicentennial research staff and the implementation of the research strategy. The Senate noted that the University was currently awaiting the results of the NSS and Graduate Outcomes Survey for the current year and emphasised that these surveys were crucial in influencing non-UK students' university choices.

The Principal further emphasised that during the current period of uncertainty for the University, it was imperative that the colleagues upheld all values collectively in helping to drive the University out of lockdown, adopting a flexible approach that prioritised the needs of students while adhering to the

rules on safety, and encouraged all Senators to participate in the Principal's all staff financial briefing meetings.

The Senate noted details of measures being taken by governments and authorities in all campus locations to review their educational landscapes and recognise new ways of working and learning. In particular, it was noted that the Scottish Government had instructed the Scottish Funding Council (SFC) to conduct a review of further and higher education. The first phase of the review would deal with the immediate challenges caused by the coronavirus (covid-19) for the 2020/21 academic year while the second phase would focus on the longer term maintenance of academic coherence and financial sustainability of the Scottish sector. The review was also likely to focus on the more flexible development of talent and expertise. With unemployment expected to rise significantly, the University would also likely take responsive measures to upskill and support unemployed people and colleagues were encouraged to share comments and feedback on the SFC review.

The Senate noted details of weekly meetings that had been held during lockdown between the Principal and heads of other institutions, which focused on efficiency and effectiveness, how to support staff, city-wide academic provision and how to support students on a city-wide basis. Discussions had been successful and demonstrated the positive value of collaboration.

The Senate noted the report and acknowledged the achievements made.

M20/41 APPROVALS PROCESS FOR AY 2020/21: COURSE/PROGRAMME MODIFICATIONS [Paper: SEN/20/22]

Received The Senate received and considered a report from the Head of Academic Quality and the Deputy Principal (Learning and Teaching) on the updated approvals process for course and programme modifications for the academic year 2020/21.

Noted The Senate noted details and an overview of the new approvals process, which had been expedited and streamlined in order to minimise any additional pressure caused by covid-19 on Schools during 2020/21. These changes would only apply to courses and programmes that had been adapted in line with the University's Responsive Blended Learning approach for 2020/21, temporary changes introduced to programmes and courses, and other programmes and courses being withdrawn due to portfolio modernisation activity. All other programme or course modifications would require to be progressed through the standard approvals processes via the Programme Approval Management System (PAMS) and Banner.

The Senate thanked the Head of Academic Quality and the Deputy Principal (Learning and Teaching) for their report and acknowledged the work of all colleagues, including the Chair of the University Committee for Quality and Standards and the Deans, for their work in updating the approvals process at short notice.

M20/42 PORTFOLIO MODERNISATION PROGRAMME [Presentation]

Received The Senate received and considered a presentation from the Executive Director of Global Marketing on the portfolio modernisation programme.

XXX(...)XXX Reserved section: Ref Section 33, FOI(S)A

The Senate noted the presentation and welcomed the current progress of the portfolio modernisation programme.

M20/43 DUBAI CAMPUS DEVELOPMENTS UPDATE REPORT
[Paper: SEN/20/23]

Received The Senate received and considered a report from the Assistant Principal (International Development) and Acting Secretary of the University on recent developments in the Dubai Transition programme.

Noted **XXX(....)XXX Reserved section: Ref Section 33, FOI(S)A**

The Senate thanked the Assistant Principal (International Development) and Acting Secretary for her report and recognised the continued progress and level of collaboration achieved in the development of the new Dubai Campus.

M20/44 ORKNEY CAMPUS DEVELOPMENTS UPDATE REPORT
[Paper: SEN/20/24]

Received The Senate received and considered a report from the Acting Director and Associate Head of School of EGIS on the significant developments that had taken place at the Orkney Campus during the previous twelve months.

Noted The Senate noted details of the background of the University's association with Orkney since 1989 and of its staff numbers. As a result of a £6,500,000 refurbishment project, the University moved to a new campus in September 2019, the design of which was described as being a significant improvement and more in keeping with the University's location in Stromness.

The Senate noted details of key strategic developments at the Orkney Campus. In terms of flourishing communities, details were noted of recent staff appointments within Schools and Professional Services, which would help to improve student wellbeing, the student experience and front of house services capacity and in enabling research diversification and intensification. Details were also noted of a community fundraiser held to raise funds for Bowel Cancer UK and of important and high profile positions held by alumni in the marine sector, both locally and globally.

In terms of pioneering in education, details were noted of the EGIS Online Pilot initiative, which was helping to enhance four courses, new technologies introduced into field activities and new opportunities for challenge-based activity. Especial thanks were extended to the Director of the Learning and Teaching Academy and her team for delivering training sessions to staff in Orkney. Further details were noted of current student numbers, recent increases in application numbers and course rationalisations being made as part of portfolio modernisation.

In terms of excelling in research and enterprise, details were noted of research and consultancy awards gained in the previous twelve months, which amounted to £825,000, high profile papers that had been published and the development of the current bid to the Islands Deal, which would help to drive economic growth in Orkney. New staff additions, along with increases in the PhD student numbers, would help to support research activities. Collaboration with other University institutes and campuses in various areas of research was also being strengthened.

In terms of being a global, connected university, details were noted of an MSc in International Marine Science being taught in Orkney and Edinburgh, a field course on coral reef management now being taught in Malaysia, opportunities to strengthen links with Dubai through its new campus and laboratories and opportunities for collaboration with Dubai and Malaysia via the Centre of Construction Excellence.

The Senate acknowledged the report and the contributions made by all colleagues based at the Orkney Campus towards its achievements over the previous twelve months. In particular, the Senate congratulated the Acting

Director and Associate Head of School of EGIS in helping to drive forward research income.

M20/45 ORDINANCES AND REGULATIONS COMMITTEE: REPORT OF MEETING HELD ON 20 MAY 2020 [Paper: SEN/20/26a]

Received The Senate received and considered the report of the business conducted at the meeting held on 20 May 2020, as presented by the Chair of the Committee.

Noted The Senate noted details of modifications that had been made to Ordinance *F2: Appointment of Academic Staff, Professional Services Staff and of the Librarian* and of further review planned for this Ordinance.

Approved The Senate was content to **approve** for onward recommendation to the Court revisions made to Ordinances *F4: Emeritus Titles (formerly Professor Emeritus)*, *F6: Honorary Titles*, *F7: Visiting Titles (formerly Visiting Professor)* and *M1 (Academic Freedom)*. The Senate also noted that the Chair of the Committee would retire from his membership and position as Chair of the Committee as of 31 July 2020. The Chair from 1 August 2020 would be confirmed shortly.

Addendum: following the meeting, the Senate agreed by correspondence to approve proposed modifications made to *Regulation 4: Postgraduate Diplomas and Graduate Diplomas* and approve its proposed implementation date of 2021, which was applicable to students enrolling for the first time in the academic year starting in 2020.

M20/46 ORDINANCES AND REGULATIONS COMMITTEE: MATTER DEALT WITH BY CORRESPONDENCE ON 12 JUNE 2020 [Paper: SEN/20/26b]

Received The Senate received and considered the report of the business conducted by correspondence in June 2020, as presented by the Chair of the Committee.

Noted

Approved The Senate was content to **approve** proposed amendments to *Regulation 34: Edinburgh Business School Programmes Leading to Higher Degrees of Master* and to approve the proposed timeline for the phased introduction of changes.

M20/47 SENATE COMMITTEE FOR INTERIM BUSINESS AND EFFECTIVENESS: REPORT OF MEETING HELD ON 3 MAY 2020 AND MATTERS DEALT WITH BY CORRESPONDENCE IN MAY AND JUNE 2020 [Paper: SEN/20/27]

Received The Senate received and noted the report of business conducted at the meeting held on 3 May 2020 and by correspondence in May and June 2020, as presented by the Principal, the Chair of the Committee.

M20/48 UNIVERSITY COMMITTEE FOR LEARNING AND TEACHING: MINUTES OF MEETING HELD 6 MAY 2020 [Paper: SEN/20/28]

Received The Senate received and noted the report of business conducted at the meeting held on 6 May 2020 as presented by the Deputy Principal (Learning and Teaching), the Chair of the Committee.

M20/49 UNIVERSITY COMMITTEE FOR RESEARCH AND INNOVATION: MINUTES OF MEETING HELD 28 MAY 2020 [Paper: SEN/20/29]

Received The Senate received and noted the report of business conducted at the
Noted meeting held on 28 May 2020 as presented by the Deputy Principal (Research and Innovation), the Chair of the Committee.

M20/50 DISCIPLINE COMMITTEE ANNUAL REPORT [Paper: SEN/20/30]

Received The Senate received and noted the Discipline Committee Annual Report for
Noted 2018/19 as presented by the Chair of the Committee. The Committee noted that the University took active measures to deal with ‘contract cheating’, whereby online companies provided support for students to cheat in exams, and that students could also report instances of cheating online. It was agreed that the Discipline Committee would explore further measures for dealing with contract cheating.

AH Ongoing

M20/51 ANY OTHER BUSINESS

Noted The Principal closed the meeting by thanking the retiring Vice-Principal and the retiring Chair of the Ordinances and Regulations Committee for their tremendous diligence and contributions made to the University. The Principal extended his thanks to all Senators and attendees for their participation over the course of the year, in particular to those for whom this was their final meeting:

- Professor Patrick Corbett; Dr Gina Netto;
- Professor Ian Galbraith; Dr Kevin Muldoon
- Ms Jane Priest; Dr Mohamed Sherif
- Dr Tessa Berg; Dr Lyonell Boulton
- Dr Catherine Donnelly; Dr Fiona McNeill.

The Senate also extended its appreciation of and best wishes to the Student officers who had recently completed their terms in office:

- Ms Aoife Clarke; Ms Jenny Lantair;
- Mr Kieran Robson Renner.

The Principal encouraged all colleagues to have a restful summer break when it came.

M20/52 DATES OF FUTURE MEETINGS

Noted The dates of meetings of the Senate in Session 2020/21 were noted as:

- Thursday 3 September 2020; Thursday 5 November 2020;
- Wednesday 3 February 2021; Thursday 29 April 2021;
- Wednesday 16 June 2021.

Signed by the Chair Date