

Heriot-Watt University

**THE SENATE**

Minutes: 4 October 2017

In the Chair:	Professor Richard A Williams	
Present Also:	Professor Julian Jones Professor Mushtak Al-Atabi * Professor Ammar Kaka * Professor Gillian Hogg Dr Gillian Murray Professor Gareth Pender Professor John Sawkins Professor Scott Arthur Dr Peter Kew * Professor James Ritchie Professor Malcolm Chrisp Professor Robert MacIntosh Professor Beatrice Pelloni Professor Fiona Waldron Professor Angus Macdonald Mr Diarmuid Cowan Mr Jay Clifford Dr Lyonell Boulton Dr Jim Cameron Professor Patrick Corbett Dr Alan Cuthbertson Mr Shai Davidov Dr Rink Van Dijke Dr Alan Forster	Professor Ian Galbraith Dr Shumei Gao Dr Fadi Ghaith * Dr Alan Gow Dr Aude Le Guennec Dr Amos Haniff Dr Stephen Houston Dr David Jenkins Professor Omar Laghrouche Dr Yvonne McLaren-Hankin Mr Dilip Mothiram * Dr Kevin Muldoon Dr Mehdi Nazarinia * Dr Gina Netto Mrs Vanessa Northway * Dr Mutasim Nour * Dr Olisanwendu Ogwuda * Dr Sandhya Patidar Mr Gerry Reilly Dr James Richards Dr Mohamed Sherif Professor Vicki Stone Professor Nick Taylor Dr Gillian Thomson Dr Tom Ward *
In Attendance:	Ms Ann Marie Dalton-Pillay Ms Kathy McCabe Mr Richard McGookin	Mr Paul Travill Dr Maggie King Mr John McDermott (Clerk) Ms Jen Hardy (Observer)
Apologies:	Dr Tessa Berg Dr Frédéric Bosché Ms Sue Collier Dr Christopher Dodd Dr Catherine Donnelly Dr Lilia Georgieva Ms Lucy Graham Dr Sara Keith Professor Stuart Macgregor Professor Heather McGregor Professor Steve McLaughlin	Dr Jingsheng Ma Dr Gabriela Medero Professor Greg Michaelson Professor Raffaella Ocone Dr Audrey Paterson Professor Isabelle Perez Ms Jane Priest Professor Verena Rieser Dr George Streftaris Dr Danmei Sun Dr Bill Wallace

\* Indicates member participating remotely

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**M17/061****WELCOME AND ANNOUNCEMENTS**

The Chair welcomed all participants to the first meeting of the new Session, noting that this was the first meeting of the Senate with the normal morning timing. The Chair indicated that he would welcome comments from members after the meeting regarding the layout and other arrangements for the meeting.

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The Chair extended a particular welcome to all those who were attending their first meeting of the Senate. This included Professor Al-Atabi, who was attending his first meeting since being appointed Vice-Principal and Provost of Heriot-Watt University Malaysia, and the Student representative Mr Clifford (Vice-President Communities), who joined Mr Cowan (who had been re-elected for a second term as SU President). The Chair welcomed the new Senators elected from the academic Staff, and who had taken up office on 1 August 2017: Dr Ward, the first elected Senator based in Malaysia; Dr Berg; Dr Boulton; Dr Sherif; Dr Muldoon; Dr Netto; Dr Jenkins; Dr Cameron and Dr Nazarinia. Two Senators had also been elected for a second term: Professor Corbett; and Dr Richards. All were wished well for their terms of office.

A further welcome was extended to Ms McCabe, who had recently joined the University as Director of Information Services, and to Ms Hardy, Registry Services, who was attending as an observer. The eight Senators joining from Dubai were also warmly welcomed.

The Chair reported to the Senate:

1. that subsequent to the previous meeting, Dr Alan Harper had left the University, and thus the Senate. The Senate expressed gratitude for Dr Harper's contributions to the Senate and the University as a whole. It was noted that the vacancy would be filled as appropriate at the next round of elections (as per Ordinance C1);
2. that Dr Peter Kew had tendered his resignation as Dean (Science and Engineering), with effect from 31 December 2017. A call for nominations would therefore be made shortly so that an election can be held and a successor appointed before that date. The Senate expressed appreciation of Dr Kew's contribution to the office of Dean and to the University as a whole.
3. That in the recent round of Academic Promotions, two Senators had been appointed Professors: Professor Scott Arthur; and Professor Verena Rieser. Also two Senators had been promoted to Associate Professor/Senior Research Fellow: Dr David Jenkins; and Dr Danmei Sun.

The Senate offered congratulations to all colleagues who recently had attained academic promotions.

**M17/062      MINUTES OF THE PREVIOUS MEETING**

**Received**      The minutes of the meeting held on 17 May 2017.

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

**M17/063      MATTERS ARISING**

**Noted**      There were no matters arising from the minutes that were not already on the agenda for the meeting.

**M17/064      REPORT FROM THE CHAIR OF THE SENATE [Paper: SEN/17/039]**

**Received**      A report from the Chair of the Senate.

**Noted**      The Chair welcomed again the new members, and emphasised the role of Senators in questioning and contributing within Senate meetings, as well as communicating with colleagues outwith meetings. Such communication flows were important to further enhance the success of the University.

The Senate welcomed the report that the distinctiveness of the University had been recognised through the granting of the Times/Sunday Times 'International University of the Year 2018' title. Congratulations were offered to all who had contributed to making the University so distinctive and thus gaining the deserved recognition. It was noted that the University would be able to use the title in its branding for two years. The title would assist the University to further raise its profile internationally.

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The Vice-Principal and Provost of Heriot-Watt University Malaysia reported that there would be events held on the Malaysia campus to celebrate the award. The Ministry of Higher Education had indicated a desire to mark the award, and had commended the diversity of students on the Malaysia campus. It was suggested that the title would enhance the global nature of the University. The Vice-Principal and Provost took the opportunity to thank Senate for now holding its meetings at a time more convenient to colleagues at the Malaysia campus.

The Vice-Principal and Provost (Dubai) also thanked Senate for the more convenient time of meetings, and reported that the recognition as International University of the Year had been received very well in Dubai. There was a sense of pride that all campuses had contributed. The Vice-Principal and Provost noted the intention in Dubai to capitalise on the award, and to continue to strive to raise the profile of the University in the region and globally.

The Chair drew attention to the University's appearance, for the first time, in the Shanghai Jia Tong Academic Ranking of World Universities (ARWU), being listed in the top 500 for 2017. The Chair welcomed the results and thanked all colleagues whose work was reflected in the University's performance. It was noted that the ARWU tables reflected research performance and Heriot-Watt's inclusion provided encouraging confirmation of the University's growing status as a research institution.

The Chair noted that several members of the Senate had been involved in the task of achieving the agreed cost savings. The Senate was reminded that the plan was to remove £14M from the expenditure that had been planned for 2018/19. To date, over £11M of savings had been identified, with the remainder to be identified in the next year. The Senate was informed that the process for this last stage would be affirmed before the end of 2017. The Chair reaffirmed the principles as to the retention of the current academic disciplines, the five locations, and continued investment in new facilities and the development of research. It was noted that a more definitive view of the next stage would be available later in the calendar year.

The Chair referred to the background information from Universities Scotland that had been circulated to keep Senators apprised of the broader context. The Chair suggested that Senators might also wish to use the information in conversations with colleagues inside and outside the University. The overall assessment was that the HE Sector as a whole would continue to face a tough funding environment, and that Heriot-Watt required to become more entrepreneurial in order to maintain its position and to grow.

The Chair informed the Senate that the 'Robotarium' research facility, which would build on the existing Edinburgh Centre for Robotics, as part of the City Deal announced in the summer, would provide opportunities for a number of different research groups across the University to contribute. It was anticipated that further details of the funding available for the Project would be known by early 2018.

The Chair alerted the Senate to a future discussion topic on Graduate Level Apprenticeships. The scheme offered a significant opportunity for the University, and the Senate usefully could become more familiar with the topic.

The Chair informed the Senate that at a recent strategy session of the Board of Edinburgh Business School, the Board, under the leadership of the new Chair, Lord Iain Vallance, had reaffirmed the aspiration to work collectively with, and to explore new ways of working with, the rest of the University.

## **THEMED PRESENTATIONS AND DISCUSSIONS**

### **M17/065 NSS ACTION PLAN [Paper: SEN/17/040]**

**Considered** The Senate received a presentation by the Deputy Principal (Learning and Teaching), with some analysis of the initial results of the National Student Survey (NSS), and an action plan for developing enhancements in the experiences of students that would positively affect the outcomes in future years.

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**Noted**

It was noted that the NSS surveyed final-year students in the UK. The University had also conducted surveys in Malaysia and Dubai, the outcomes of which broadly reflected the findings in the UK exercise. It was noted that the University Committee for Learning and Teaching (UCLT) had responsibility for overseeing the actions arising from these surveys. Accordingly the Directors of Learning and Teaching in each School were seeking feedback from their Schools, which would be shared in UCLT, and which would inform the development of plans to enhance student satisfaction. The student voice was recognised as central to these discussions.

A key action had been identified to further build a sense of community among students, and to ensure that the academic community further fosters professional student/staff relationships. It was recognised that conducting such professional relationships was part of the role of scholars, and was emphasised in the staff induction process.

It was noted that there were action plans that focused on individual programmes, as well as 'top-down' initiatives, such as taking action to ensure that personal tutoring arrangements would be embedded across all campuses. It was noted that impact had been observed from changes made at a School level, and that a partnership approach, of sharing information (via UCLT) to inform University-wide policy would bring further benefits.

It was recognised that national-level issues, such as student finances, also impacted the student experience. The University's actions were therefore being conducted against that difficult backdrop.

The Senate thanked the Deputy Principal (Learning and Teaching) for the presentation, and looked forward to further considering the topic in due course.

**M17/066****DEVELOPING OUR INTEGRATED UNIVERSITY****Considered**

A presentation by the Principal and Vice-Chancellor towards delivering an effective, integrated global University through creation of simpler structures and a joined up approach to services.

**Noted**

It was noted that this theme had been recurring over the previous two years, and that the Senate (and other fora) would return again to the topic later in the year. It was emphasised that the University could work towards mission excellence through a joined up approach to academic strategy, academic delivery, enhancement of research, global marketing and clarification of accountability and structures.

It was recognised that Heriot-Watt was distinctive from other UK universities in the make-up of its student body, and its areas of operation. The overall structure of the University needed to reflect this. In particular there needed to be evolution from the current 'hub and spoke' arrangement in order to ensure consistent experience for students and staff wherever they are based. It was emphasised that the Schools drive the academic mission across the globe. Accordingly, the Heads of School and Deputy Principals had been tasked with identifying and assessing potential structures that would facilitate mission excellence. It was emphasised that all locations needed to be successful for the whole University to be successful. The Senate would have the opportunity to again discuss the topic at its next meeting.

The Principal and Vice-Chancellor reported that a further priority for this academic year was to deliver cost savings whilst enhancing effectiveness. The contribution of colleagues across the world was again recognised, and it was suggested that to deliver the next stage in the agreed cost savings, that further creative, entrepreneurial approaches would have to be embraced so as to grow excellence with less resource. It was noted that the external environment was likely to offer greater uncertainty. The importance of the Senate, and Senators, in supporting colleagues (and each other) through this process was underlined. It was again emphasised that the Senate would have the opportunity to talk through the component issues, and that clear communication with colleagues would continue to be very important.

It was restated that a further, related, priority was to generate new income in order to maintain and grow the University. Action was therefore underway to identify and agree signature projects for growth, as well as the resources needed as initial investment to ensure their success. It was noted that steps to enhance the retention of students would contribute towards this goal. The activities should touch all parts of the University, and should make best use of

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existing assets, as well as investing in new. It was suggested that working with external partners would continue to be an important approach to enhance sustainability.

It was noted that the University Leadership Forum had considered a number of significant projects, and that the University Executive team would consider priorities. Senators were invited to also make specific suggestions for growth and income generation. In discussion it was noted that all disciplines of the University had a role to play in this process, and that this included any areas where it might be more difficult to gain 'unrestricted' income, but which were held in high regard.

The Principal concluded the discussions by emphasising that the on-going consideration of the foregoing topics would be conducted in the Heriot-Watt spirit of openness, honesty and inclusiveness.

#### **M17/067 BICENTENNIAL RESEARCH LEADERS SCHEME**

**Considered** A presentation from the Deputy Principal (Research and Innovation) on the re-launched scheme to recruit further Research Leaders to the University.

**Noted** That the refreshed branding of this scheme would take advantage of the 200<sup>th</sup> anniversary in 2021 of the founding of the institution. The aim would be to augment the talent already active within the University and to make targeted investment in order to help meet the ambitious goals set by the Research Strategy.

That each appointment under this scheme would be subject to a sophisticated business plan, and that search committees would be established as appropriate.

That Senators would be invited to make suggestions of suitable subject areas that could benefit from this process, and also to suggest possible sources of sponsorship.

That Senators, and all academic colleagues, would be encouraged to attend workshops to explore the detail of the Research Leaders scheme. It would be hoped that colleagues would use this information to inform conversations with contacts outwith the University.

That the University was recognised as a strong community of scholars, and that colleagues recruited under the previous 'Global Platform' scheme had contributed to the successful outcome of the REF 2014. The University also, for the first time, featured in global research league tables. It was recognised, however, that not all appointments made under the Global Platform scheme had delivered the expected outcomes. It was also suggested that in some respects, such as in contribution towards learning and teaching outcomes, it was difficult to measure the overall contributions of the appointees.

The Senate welcomed the launch of the Bicentennial Research Leaders scheme and anticipated receiving updates over time.

#### **MATTERS TO CONSIDER**

#### **M17/068 TIMELINE FOR DEVELOPMENT OF THE 2018/2025 STRATEGIC UNIVERSITY PLAN [Paper: SEN/17/041]**

**Considered** A presentation by the Secretary of the University on a programme that would be undertaken to develop the Strategic University Plan to 2025.

**Noted** That the programme as outlined in the paper was still subject to change, however there would be opportunity for the Senate, the Court, and colleagues across all campuses of the University to contribute towards the development of the Strategy.

That horizon-scanning and input from external stakeholders would provide important contribution to the Strategic discussions. Senators were invited to put forward suggestions of suitable stakeholders from whom contributions could usefully be sought.

That workshops would be held on each major campus to facilitate structured discussions on the overall Strategy, and its sub-themes, and that the Deputy Principal (Learning and Teaching) had launched workshops with regard to developing the Learning and Teaching Strategy.

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**Agreed**

The Senate welcomed the programme to develop the Strategic University Plan 2018-2025 and looked forward to further discussions over the coming months.

Senators to contact the Secretary of the University, at their earliest opportunity, with suggestions for stakeholders from whom contributions could usefully be sought to inform the development of the Strategy.

**M17/069      REMOVAL OF MEMBERS OF THE SENATE [Paper: SEN/17/042]**

**Considered**      A proposal that the modifications currently being prepared for the Charter and Statutes should include provision for members of the Senate to have a right of review of any decision to remove that member.

**Noted**            That the Constitutional Review Group would welcome comments from the Senate on the review of the Charter and Statutes in this regard.

**Agreed**            That the Secretary of the University should:

1. report to the Constitutional Review Group that the Senate wished provision to be made in the modified Charter and Statutes, with respect to the right of review against removal of a member of the Senate; and
2. present to the Senate in due course recommendations for the consideration of the Senate.

**M17/070      ATTENDANCE POLICY FOR THE SENATE AND COMMITTEES OF THE SENATE [Paper: SEN/17/043]**

**Considered**      The proposed attendance policy for members of the Senate and members of the Standing Committees of the Senate.

The further modifications to the proposed policy, which had been made subsequent to the previous discussions by the Senate.

**Noted**            That the ability of the Senate to discharge the powers and functions delegated to it from the Court was dependent on the full participation of its members.

That the new Policy was intended to encourage and facilitate the participation of members and to enable attendance issues to be addressed in a supportive manner.

**Approved**        The Policy for implementation with immediate effect with respect to the Senate and the Committees of the Senate.

**MATTERS TO RECEIVE****M17/071      UNIVERSITY COMMITTEE FOR LEARNING AND TEACHING [Paper: SEN/17/044]**

**Received**        The minutes of the meeting held on 6 September 2017.

**Noted**            The preparatory work underway for developing the Strategy for Learning and Teaching.  
The proposal, put forward by the Committee, to modify its composition to include the Student Presidents from Dubai and Malaysia.

**Agreed**            The Senate agreed that:

- i. the composition of the UCLT be expanded with immediate effect to include the Student Presidents from Dubai and Malaysia;
- ii. the Senate Committee for Interim Business and Effectiveness be invited to consider in due course whether the composition of the other Standing Committees of the Senate should similarly be expanded.

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**M17/072 SENATE COMMITTEE FOR INTERIM BUSINESS AND EFFECTIVENESS  
[Paper: SEN/17/045]**

**Received** The minutes of the meeting held on 19 September 2017, and the report of business conducted via correspondence.

**Noted** The Senate noted that, among other business, the SCIBE had: received the resignation of Dr Kew as Dean (Science and Engineering); approved (on behalf of the Senate) the amended Standing Orders for the Committees of the Senate (which subsequently had been published on the Senate website); approved the appointment of members to various Committees of the Senate; approved the granting of various honorary titles, including an Emeritus Professorship; approved the appointment of Associate Deans.

**M17/073 QUALITY AND STANDARDS COMMITTEE [Paper: SEN/17/046]**

**Received** The minutes of the meeting held on 27 June 2017.

**Noted** The report of business conducted by the Committee, which included the 2016/17 Annual Report to the Scottish Funding Council on institution-Led Quality Review.

**M17/074 UNDERGRADUATE STUDIES COMMITTEE [Paper: SEN/17/047]**

**Received** The minutes of the meetings held on 17 May 2017; 26 June 2017; and 23 August 2017.

**Noted** The report of business conducted by the Committee.

The Chair's Actions as reported in the minutes relating to: amendments to students' registration; the appointment of examiners for specified undergraduate programmes; the appointment of approved supervisors for specified research students;

The Chair of USC reported that there had been difficulty in reaching a quorum over the Summer period and that decisions made by the Committee whilst inquorate had subsequently been ratified by correspondence. It was noted that this problem should be resolved following the appointment of Senate representatives to vacant positions as reported to the Senate in the Minutes of SCIBE (**M17/072**).

**M17/075 POSTGRADUATE STUDIES COMMITTEE [Paper: SEN/17/048]**

**Received** The minutes of the meetings held on 23 May 2017, 8 August 2017 and 8 September 2017.

**Noted** The report of business conducted by the Committee.

The Chair's Actions as reported in the minutes relating to: the approval of thesis titles; the appointment of examiners for specified research students; amendments to students' registration; the appointment of approved supervisors for specified research students;

**M17/076 ACADEMIC COUNCIL (DUBAI) [Paper: SEN/17/049]**

**Received** The minutes of the meeting held on 15 February 2017.

**Noted** The report of business conducted by the Academic Council.

**M17/077 ORDINANCES AND REGULATIONS COMMITTEE [Paper: SEN/17/036]**

**Received** The minutes of the meeting held on 3 May 2017 (which had been deferred since the previous meeting of the Senate).

**Noted** The report of business conducted by the Committee.

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**M17/078 RESEARCH AND KNOWLEDGE EXCHANGE BOARD [Paper: SEN/17/050]**

**Received** The minutes of the meetings held on 9 May 2017, 7 June 2017, and 4 July 2017.

**Noted** The report of business conducted by the Board. A typographical error was highlighted in one set of minutes.

**M17/079 DATE OF NEXT MEETING**

**Noted** That the next ordinary meeting of the Senate would be held on 14 December 2017 (venue to be confirmed).

Signed by Chair ..... Date .....



Heriot-Watt University

**THE SENATE**

Minutes: 14 December 2017

In the Chair: Professor Richard A Williams

Present Also: Professor Mushtak Al-Atabi \*  
 Dr Tessa Berg  
 Dr Lyonell Boulton  
 Dr Jim Cameron  
 Professor Malcolm Chrisp  
 Professor Patrick Corbett  
 Mr Diarmuid Cowan  
 Mr Shai Davidov  
 Dr Christopher Dodd  
 Dr Alan Forster  
 Professor Ian Galbraith  
 Dr Lilia Georgieva  
 Dr Fadi Ghaith \*  
 Dr Alan Gow  
 Dr Amos Haniff  
 Professor Gillian Hogg  
 Dr Stephen Houston  
 Dr David Jenkins  
 Professor Julian Jones  
 Professor Ammar Kaka \*  
 Dr Sara Keith  
 Dr Peter Kew  
 Dr George Streftaris

Professor Omar Laghrouche  
 Dr Yvonne McLaren-Hankin  
 Professor Angus Macdonald  
 Professor Robert MacIntosh  
 Dr Jingsheng Ma  
 Professor Greg Michaelson  
 Mr Dilip Mothiram \*  
 Dr Gillian Murray  
 Dr Mehdi Nazarinia \*  
 Mrs Vanessa Northway \*  
 Dr Mutasim Nour \*  
 Professor Raffaella Ocone  
 Dr Olisanwendu Ogwuda \*  
 Professor Beatrice Pelloni  
 Professor Gareth Pender  
 Professor Isabelle Perez  
 Dr James Richards  
 Professor John Sawkins  
 Professor Nick Taylor  
 Dr Gillian Thomson  
 Professor Fiona Waldron  
 Dr Bill Wallace  
 Dr Tom Ward \*

In Attendance: Ms Ann Marie Dalton-Pillay  
 Ms Kathy McCabe

Mr Paul Travill  
 Dr Maggie King  
 Mr John McDermott (Clerk)

\* Indicates member participating remotely

Apologies: Professor Scott Arthur  
 Dr Frédéric Bosché  
 Mr Jay Clifford  
 Ms Sue Collier  
 Dr Rink Van Dijke  
 Dr Catherine Donnelly  
 Dr Shumei Gao  
 Ms Lucy Graham  
 Dr Aude Le Guennec  
 Professor Stuart Macgregor  
 Professor Heather McGregor  
 Mr Richard McGookin  
 Professor Steve McLaughlin

Dr Gabriela Medero  
 Dr Kevin Muldoon  
 Dr Gina Netto  
 Dr Audrey Paterson  
 Dr Sandhya Patidar  
 Ms Jane Priest  
 Mr Gerry Reilly  
 Professor Verena Rieser  
 Professor James Ritchie  
 Dr Mohamed Sherif  
 Professor Vicki Stone  
 Dr Danmei Sun

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**M17/080**

**WELCOME AND ANNOUNCEMENTS**

The Chair welcomed all participants to the meeting of the new Session.

The Senate noted that subsequent to the previous meeting, Dr Alan Cuthbertson had left the University, and thus the Senate. The Senate expressed gratitude for the contribution made by Dr Cuthbertson to the Senate and the University as a whole. It was noted that the vacancy would be filled as appropriate at the next round of elections (as per Ordinance C1).

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**M17/081 MINUTES OF THE PREVIOUS MEETING****Received** The minutes of the meeting held on 4 October 2017.**Approved** The Senate approved the minutes as a correct record.**M17/082 MATTERS ARISING****Noted** There were no matters arising from the minutes that were not already listed on the agenda.

The Secretary of the University reminded Senators that they were welcome to notify the clerk in advance of meetings any matters that they wished to raise for discussion. The Senate noted that 'all member' emails were discouraged.

**M17/083 REPORT FROM THE CHAIR OF THE SENATE [Paper: SEN/17/51]****Received** A report from the Chair of the Senate, which provided a view of key issues and news for the University and the wider HE sector.**Noted** The Chair thanked and congratulated all colleagues involved in the recent graduation ceremonies held in Edinburgh, Dubai and Malaysia, and elsewhere in the world. It was recognised that an enormous amount of work and staff engagement goes into the graduation processes, which ran especially well this November.

The Chair especially drew the attention of Senators to the recent developments in the good signs that are emerging around migration both in terms of the Brexit dialogues and the Migration Advisory Committee (item 16 in the report).

In relation to Scottish Government policy, it was noted that the Scottish Universities had produced a [response to the Committee of Widening Access](#) (item 1). It was noted that the funding route to achieving the overall ambition of the Scottish Government in widening access was not yet clear. However the first Annual Report from the Commissioner for Fair Access, Sir Peter Scott., had now been published, and it was welcomed that the good practices at Heriot-Watt had been referred to in the report (the only university to be mentioned). It was noted that the report contained clear academic matters relevant to the University, and it was commended to Senators to read. The report can be viewed at <https://beta.gov.scot/publications/laying-foundations-fair-access-annual-report-2017-commissioner-fair-access/>

The Chair highlighted that amongst the recent accolades received by the University had been at the Times High Education Awards 2017. Heriot-Watt was the only university in the finals under two research categories. Congratulations were extended to Prof Rory Duncan and his team for winning the STEM Research Project of the Year. A special achievement had been made by a research student and staff team from MACS, which reached the final of the Amazon Alexa Challenge in Las Vegas. The team, "What's Up Bot", took third place in this global competition. The Minister of Higher Education had visited the University specifically to meet the team. It was noted that this had been the latest success in a great year for AI and the Year of Robotics. There had been over 100 people working together in our Year of Robotics, contributing to a hugely successful outreach and research raising campaign. Congratulations were offered to all who had been involved. The Chair reported that 2018 would be the 'Year of the Sea'. This would provide a platform to shine a light on all the activities of the University related to the seas: marine science; freight transport; subsea autonomous vehicles; water; fishing; energy; our links with Norway; shipping; among many others.

The Chair reminded the Senate of the core strategic activities for 2017/8, as summarised on the frontpiece of the written report: to deliver an effective integrated international university (which was an item later on the agenda); to deliver cost savings and ensure effectiveness; to generate new income; and to deliver a new Strategic Plan for the University to 2025. These themes were expanded upon and discussed.

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**Delivery of £14M cost savings**

The Vice-Principal reminded the Senate of the background to the requirement for planned expenditure to be reduced by £14m by 2018-19. It was noted that the steps taken so far had resulted in reductions in planned pay and non-pay expenditure of £11.2m. The savings in planned salary expenditure had been attained through a combination of some planned new posts not being proceeded with, some vacancies not being filled, and some colleagues leaving the University through the enhanced Voluntary Redundancy scheme.

The Vice-Principal informed the Senate of the manner in which the remaining required savings of £2.8m had been distributed among the Schools and the Professional Services. It was reported that the School of EGIS had the largest remaining 'gap' in funding. All of the savings plans, as well as plans for growth, would be addressed in the forthcoming planning discussions to ensure that future plans are robust, and that the University's operations are sustainable.

In discussion some concern from Senators was noted with regard to how the further savings would be made. It was recognised that further Voluntary Redundancies could have possible impact on staff morale and operational effectiveness in certain areas. It was emphasised that the process to deliver savings was now in its second year, and that much good progress had been made across the University to ensure sustainability. This positive approach would continue to be applied in order to support staff in areas where difficult decisions were having to be made. It was noted that the Schools were best placed to look at the operational detail and to assess the optimal means of achieving recovery.

**Institutional Strategy 2018/25**

The Secretary of the University reported that the Court had agreed the indicative timetable for developing the Strategic Plan. It was noted that the Senate would have direct input to the process, and that the University Committees for Research and Innovation and Learning and Teaching were already engaged in the development of the respective sub-strategies. The intention was to conclude the process in the autumn of 2018.

The Secretary of the University outlined the process for horizon-scanning and consultation to inform the development of the Plan. It was noted that an external consultancy had been engaged to assist the process, and that the external-focussed work would be complemented with interviews and workshops to ensure Staff and Student participation. The process would also be informed by School-level strategic discussions. The important role of the Senate in this process was emphasised. In discussion it was suggested that the consultancy fees being incurred in support of the development of the Strategic Plan were in line with equivalent costs incurred by other institutions undertaking similar exercises.

**Clerk's note:**

Subsequent to the meeting the Secretary of the University confirmed that the consultancy fees for horizon scanning and other support for the development of the Strategic Plan to 2025 were in the region of £76,000.

**Generation of new Income**

It was noted that the Senate would have opportunity for further discussions on this theme. It was stated that the University had grown its income in the past and would do so again. Several activities were being explored, including the expansion of on-line markets, growth of partners, and the development of new programmes. Mentioned in the Principal's Report was the development of new Graduate Level Apprentice activity with industry. It was noted that there would be more detail to discuss and share in the new year.

**Further matters**

In discussion on the Principal's Report, a question was put regarding potential changes to the Universities Superannuation Scheme, which was the principal pension scheme for Heriot-Watt Staff. The Chair noted that the current consultation on the Scheme was being driven by the pensions regulator in order to ensure the long-term sustainability of the Scheme. It was suggested to be a complex matter, with greater complexity anticipated in the coming months. In the short-term, it was noted that the Scheme had sufficient cash-flow. However it was recognised that sector-wide decisions would have to be taken with regard to securing the longer term viability. A Senate member of the Court informed the Senate that the Court had given this matter considerable attention, and that further discussions were planned at Court once the outcome of the consultation was known.

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**M17/84 LEARNING AND TEACHING STRATEGY**

**Considered** The Senate received a presentation by the Deputy Principal (Learning and Teaching) and the Head of Academic Quality regarding the process being undertaken towards a new Learning and Teaching Strategy.

**Noted** The progress was noted of attaining the outcomes from the 2013-2018 Learning and Teaching Strategy. It was emphasised that the work of academic and professional service colleagues had contributed towards many successes, and a number of major changes over the six-year period. There had been external recognition of these successes, which was very welcome. It was noted that there remained work to be done in certain areas.

The Consultation Framework was outlined for developing the 2018-2023 Learning and Teaching Strategy, with the key themes of: Vision; Global Pillars; and Global Standards. It was noted that the University Committee for Learning and Teaching wished to have a consultation process which was genuinely open and inclusive. The workshops had been attended by over three hundred people on every campus, and around seventy responses had been received to date to the consultation document. The contribution of Senators to date was welcomed.

It was noted that feedback from Staff and Students had been very positive, with significant appreciation of the extensive consultation. It was reported that the comments received had been diverse. It was noted that as the Learning and Teaching Strategy would feed into the overall Strategic Plan, that there would be linkage with the Research and Innovation Strategy. It was suggested that the Teaching Excellence Framework (TEF) might usefully command a specific theme in the Strategy, however it was recognised that concerted efforts to (for example) enhance retention would be to the benefit of Students, with potentially a knock-on effect of improving such measurements as the TEF.

The Senate thanked the Deputy Principal (Learning and Teaching) and the Head of Academic Quality for the presentation, and looked forward to further considering the topic in due course.

**M17/85 RESEARCH INCOME**

**Considered** The Senate received a presentation by the Deputy Principal (Research and Innovation), with some analysis of Research Income against targets, and of research proposals against targets. It was noted that some Schools had been omitted from the data presented, but that this had not affected the trends outlined.

**Noted** It was noted that the research income targets were ambitious, and that the University had been successful in winning some large awards in recent months. However, it was recognised that there needs to be an increase in the number of competitive proposals that are submitted. Once the increase in proposal submission rate is achieved, it needs to be sustained. There needed therefore to be an increase in the 'pipeline' proposals. To that end, greater support would be provided to Staff to prepare and submit proposals.

The Senate thanked the Deputy Principal (Research and Innovation) for the presentation. The topic would be further considered in due course.

**M17/86 IMPLEMENTATION PLAN FOR CREATING OUR FUTURE**

**Considered** A discussion led by the Principal and Vice-Chancellor towards delivering an effective, integrated global University through creation of simpler structures and a joined-up approach to services.

**Noted** It was noted that in the all-staff communications, and at the open meetings recently held in Schools that the Principal and Vice-Chancellor had highlighted the intention to bring to Senate and then the Court a proposal to enhance the operational 'engine' of the university. This would be informed by the feedback of colleagues and Students about things that need to be fixed, gaps that exist and examples of processes that are consuming time, and/or are not fit for

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purpose. It was noted that the University has evolved so much in the last few years and had developed a range of 'hub and spoke' models. It was emphasised that now it was necessary to take the step to operate as a more integrated international university. All parts of the University need to be successful and for this to happen, consistent and effective processes are required for Students and Staff.

The Principal reported a consistent comment from Staff to not delay with this change process. Accordingly the Executive had proposed a four College system, intended to be in place by academic session 2018/19. It was intended for education to be focused in constituent schools, and that the planning approach would move to ensure that the Colleges can plan collectively across all locations.

The Principal emphasised that whilst the principle of the structure is proposed to be in place for 2018/19, it was not expected for all the accompanying 're-wiring' changes to be sorted out on such a timescale. It was important, however, for colleagues to work together to develop specific detailed plans for these changes to demonstrate that benefits to Students and Staff can be realised.

It was noted that this was the second of several conversations of Senate on this important topic. This was an opportunity to set the scene on the drivers and principles for the changes. Accordingly the Senate considered aspects of the rationale and processes ahead.

The Head of School (EGIS) gave an outline of the 'tuning' that would be required of learning and teaching processes. In particular it was intended that the Deputy Principal (Learning and Teaching), along with the respective Heads of School, would gain views from each School and report back to the Senate on the means to attain the common, efficient, fit for purpose structures and processes that would be required to deliver transformational education across the globe. It was anticipated that pockets of excellence would be highlighted to inform discussions, and that a common language would be a desired outcome.

The Deputy Principal (Research and Innovation) informed the Senate of the requirements for 'tuning' support for researchers, including revisions to Research and Enterprise Services. The aim would be to enhance support to help grow research capacity and delivery across the new structures. Clarity of processes would be a key element. REF and public engagement would be taken into account. Professional service support would be enhanced, as would data systems and software. Capacity would be devoted to 'policy impact', in order to better be able to respond to external drivers. Greater emphasis would also be put on growing entrepreneurship.

The Secretary of the University outlined to the Senate the steps required towards delivering integrated professional services. The Secretary emphasised that the University was fortunate with the calibre of its professional services staff, however the current configuration was not ideal to support the global nature of the University's operations. It was therefore necessary to build common processes and structures, and to put in place robust systems. Progress had been made in recent years with the Student Portal, the Customer Relationship Management system that had enhanced admissions; and more was required. This would be done in a measured and planned manner, with a project team to oversee the project. It was noted that communication would be very important for the successful implementation of change, and that any HR implications would be consulted on appropriately.

With regard to governance, the Secretary of the University reported that the power to change the academic structure of the University lay with the Court, which would act on the recommendation of the Senate. The definitions of the terms 'College' and 'School' would require to be refined, with any necessary amendments to the Charter and Statutes being tied in with the on-going work of the Constitutional Review Group. The Ordinances and Regulations Committee would be involved as appropriate, including to advise on changes as necessary to the Ordinances and Regulations.

The Senate considered the outline proposals as stated, and noted that there would be further opportunity at future meetings to consider the rationale behind the proposed College structure, as well as the detail of structures and processes. It was emphasised that it was not intended for disciplines to be 'absorbed'. It was necessary, however, for some structural change in order to enhance commonality, consistency and efficiency of processes. Clarification of terminology would also be a desired outcome. It was also stated that Staff would wish to know the detail at an early stage of changed processes, new structures, and the split of budgets. In further discussion, the rationale behind four, rather than three, Colleges was explained.

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The implications for the governance documents of the University were outlined. In particular the identification of 'Schools' as the primary academic unit. There would therefore need to be a clear understanding of the changes to be made to the various governance documents. Implications were also identified for the number of Senators, both elected and *ex-officio*.

The Principal and Vice-Chancellor concluded the item by emphasising that there would be opportunity for discussion in the Schools, and that the Senate would return to the matter in due course, with the opportunity to discuss a paper containing a proposal.

**M17/87 APPOINTMENT OF DEANS OF THE UNIVERSITY [Paper: SEN/17/52]**

**Considered** A report from the Secretary of the University to inform the Senate of the outcome of the election for the Deans, and a proposal to appoint the successful candidates (in accordance with Ordinance L1 *Deans of the University and Associate Deans*).

**Noted** That the election for the Deans had closed the previous afternoon with the following outcome:

Dean of the University (Science and Engineering constituency):  
Dr Fadi Ghaith, 59 votes; Mr Larry O'Brien, 44 votes

Dean of the University (Pan University constituency)  
Dr Amos Haniff, 94 votes; Professor Patrick Corbett, 88 votes

**Agreed** The Senate approved the appointment, with effect from 1 January 2018, of Dr Ghaith as Dean of the University (Science and Engineering), and Dr Haniff as Dean of the University (Pan University). The terms of office to run until 31 December 2020.

The Senate offered congratulations to Dr Ghaith and Dr Haniff, and commiserations to the candidates who had not been successful this time. The Senate commended the collegiate manner in which the election was conducted. Thanks were expressed to the Secretary and her team for the professional organisation of the election. The Senate also expressed thanks to all who had participated in the election. It was noted that Associate Deans would be appointed in the new year, and that one of the Deans would join the Court.

**M17/88 UNIVERSITY COMMITTEE FOR LEARNING AND TEACHING [Paper: SEN/17/53]**

**Received** The minutes of the meetings held on 3 October; 1 November; and 6 December 2017.

**Noted** That the UCLT had put forward several items that would require significant discussion by the Senate. There was insufficient time on this occasion to devote to the matters.

**Agreed** To defer consideration of the UCLT report to the next meeting, where sufficient time could be allocated for a full discussion.

**M17/89 SENATE COMMITTEE FOR INTERIM BUSINESS AND EFFECTIVENESS [Paper: SEN/17/54]**

**Received** The report of matters considered by correspondence from October to December 2017.

**Noted** The Senate noted that, among other business, the SCIBE had: received the resignation of Professor Ritchie as Dean (Pan University constituency), and had authorised the election for a successor to take place at the same time as the election for the successor to Dr Kew as Dean (Science and Engineering). The SCIBE had also approved the granting of various honorary titles, including Emeritus Professorships and a Visiting Professorship.

**M17/90 UNIVERSITY COMMITTEE FOR RESEARCH AND INNOVATION [Paper: SEN/17/55]**

**Received** The minutes of the meeting held on 21 September 2017.

**Noted** The report of business conducted by the Committee.

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**M17/91 UNIVERSITY COMMITTEE FOR QUALITY AND STANDARDS [Paper: SEN/17/56]****Received** The minutes of the meeting held on 2 October 2017.**Noted** The report of business conducted by the Committee, which included the 2016/17 Annual Report to the Scottish Funding Council on institution-Led Quality Review.**M17/92 UNDERGRADUATE STUDIES COMMITTEE [Paper: SEN/17/57]****Received** The minutes of the meetings held on 20 September 2017; and 8 November 2017.**Noted** The report of business conducted by the Committee.

The Chair's Actions as reported in the minutes relating to: amendments to students' registration; the appointment of examiners for specified undergraduate programmes; the appointment of approved supervisors for specified research students;

**M17/93 POSTGRADUATE STUDIES COMMITTEE [Paper: SEN/17/58]****Received** The minutes of the meeting held on 17 October 2017.**Noted** The report of business conducted by the Committee.

The Chair's Actions as reported in the minutes relating to: the approval of thesis titles; the appointment of examiners for specified research students; amendments to students' registration; the appointment of approved supervisors for specified research students;

**M17/94 ACADEMIC COUNCIL (DUBAI) [Paper: SEN/17/59]****Received** The minutes of the meeting held on 31 May 2017.**Noted** The report of business conducted by the Academic Council.**M17/95 ORDINANCES AND REGULATIONS COMMITTEE [Paper: SEN/17/60]****Received** The minutes of the meeting held on 8 November 2017.**Noted** The report of business conducted by the Committee.

That a proposed modification to the wording of the Terms of Reference of the Committee had been recommended for approval. The proposed change was to ensure that future appointments of the Chair of the Committee would be drawn from those members of the Committee who were not *ex-officio*. It was noted that the proposed change had received the endorsement of the Governance and Nominations Committee of the Court.

That a number of Ordinances and Regulations required to be modified to reflect the disestablishment of the former Senate Business Committee (SBC) and establishment of the Senate Committee for Interim Business and Effectiveness (SCIBE). A proposal had been put to the Senate whereby the Court would be asked to agree, as an interim measure, that any mention of the SBC would be read as meaning the SCIBE. It was further noted that the on-going overall review of the Ordinances and Regulations would, in time, ensure the appropriate specific amendments would be made.

**Agreed** The Senate agreed that:

- i. the wording of the Terms of Reference of the Committee should be amended to ensure that in future the Chair of the Committee would be appointed from those members of the Committee who were not *ex-officio*;

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- ii. as an interim measure, the Court should be asked to agree that any mention in the Ordinances and Regulations of the Senate Business Committee (SBC) would be read as meaning the Senate Committee for Interim Business and Effectiveness (SCIBE).

**M17/96 APPOINTMENT OF ACADEMIC STAFF IN 2017 [Paper: SEN/17/61]**

**Received** The information regarding academic staff appointments and leavers, which is provided to the Senate as prescribed by Ordinance F2.

**Noted** The information, which is provided to the Senate for information on a regular basis.

**M17/97 VALEDICTIONS AND CLOSING REMARKS**

**Noted** The Senate paid tribute to the two Deans of the University who would demit office on 31 December 2017.

The Senate recorded its appreciation of the contribution made by Dr Kew to the office of Dean (Science and Engineering), and for his considerable input to the development of the Dubai campus, his service to many students, and to the University as a whole. The Senate joined the Chair in wishing Dr Kew every success in his future endeavours. Dr Kew stated his appreciation of the support and warmth he had received over his period with the University. Dr Kew wished his successor, Dr Ghaith, every success in the role.

Sincere appreciation was also recorded of the contribution made by Professor Ritchie to the office of Dean over several years, firstly as Dean (Science and Engineering), and latterly having been elected from the Pan University constituency. The Senate offered thanks to Professor Ritchie for the diligence and expertise that he had brought to the role of Dean and to his overall contribution to the University. The Senate joined the Chair in sending warmest wishes to Professor Ritchie.

The Chair closed the meeting by wishing all members and attendees the best wishes of the season, and a peaceful and restful holiday.

**M17/98 DATE OF NEXT MEETING**

**Noted** That the next meeting of the Senate would be held on Wednesday 7 February 2017 in the Craig Room, James Watt Centre, commencing at 9.30 am (UK time).

Signed by Chair ..... Date .....



Heriot-Watt University

**THE SENATE**

Minutes: 7 February 2018

In the Chair: Professor Richard A Williams

Present Also: Professor Scott Arthur  
 Professor Mushtak Al-Atabi \*  
 Dr Tessa Berg  
 Dr Frédéric Bosché  
 Dr Jim Cameron  
 Professor Malcolm Chrisp  
 Professor Patrick Corbett  
 Mr Diarmuid Cowan  
 Mr Shai Davidov  
 Dr Rink Van Dijke  
 Dr Catherine Donnelly  
 Dr Alan Forster  
 Professor Ian Galbraith  
 Dr Fadi Ghaith \*  
 Dr Alan Gow  
 Dr Aude Le Guennec  
 Dr Amos Haniff  
 Professor Gillian Hogg  
 Dr Stephen Houston  
 Professor Julian Jones  
 Professor Ammar Kaka \*  
 Dr Sara Keith  
 Professor Angus Macdonald  
 Professor Stuart Macgregor  
 Professor Robert MacIntosh  
 Dr Yvonne McLaren-Hankin

Dr Jingsheng Ma  
 Dr Gabriela Medero  
 Professor Greg Michaelson  
 Mr Dilip Mothiram \*  
 Dr Kevin Muldoon  
 Dr Gillian Murray  
 Dr Mehdi Nazarinia \*  
 Dr Gina Netto  
 Mrs Vanessa Northway \*  
 Dr Mutasim Nour \*  
 Professor Raffaella Ocone  
 Dr Olisanwendu Ogwuda \*  
 Dr Audrey Paterson  
 Professor Beatrice Pelloni  
 Professor Gareth Pender  
 Professor Isabelle Perez  
 Ms Jane Priest  
 Dr James Richards  
 Professor John Sawkins \*  
 Dr Mohamed Sherif  
 Professor Vicki Stone  
 Dr George Streftaris  
 Professor Nick Taylor  
 Dr Gillian Thomson \*  
 Professor Fiona Waldron  
 Dr Tom Ward \*

In Attendance: Ms Ann Marie Dalton-Pillay  
 Ms Lucy Graham  
 Ms Kathy McCabe  
 Mr Richard McGookin

Mr Paul Travill  
 Dr Maggie King  
 Mr John McDermott (Clerk)  
 Mr Phil Rowsby (Observer)

\* Indicates member participating remotely

Apologies: Dr Lyonell Boulton  
 Mr Jay Clifford  
 Ms Sue Collier  
 Dr Christopher Dodd  
 Dr Shumei Gao  
 Dr Lilia Georgieva  
 Dr David Jenkins  
 Professor Omar Laghrouche

Professor Heather McGregor  
 Professor Steve McLaughlin  
 Dr Sandhya Patidar  
 Mr Gerry Reilly  
 Professor Verena Rieser  
 Dr Danmei Sun  
 Dr Bill Wallace

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**M18/01****WELCOME AND ANNOUNCEMENTS**

The Chair welcomed all participants to the meeting.

It was noted that steps would be taken to bolster the ability of members joining from Dubai and Malaysia to participate in meetings of the Senate. The Secretary of the University, the Director of IS and their teams were investigating suitable solutions.

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**M18/02 MINUTES OF THE PREVIOUS MEETING**

**Received** The minutes of the meeting held on 14 December 2017.

**Approved** The Senate approved the minutes as a correct record, with an amendment to the list of members present, and an amendment to **M17/86** to reflect the intention for a paper to be brought to the Senate for consideration.

**M18/03 MATTERS ARISING**

**Noted** There were no matters arising from the minutes that were not already listed on the agenda.

**M18/04 REPORT FROM THE CHAIR OF THE SENATE [Paper: SEN/18/01]**

**Received** A report from the Chair of the Senate, which provided a view of key issues and news for the University and the wider HE sector.

**Noted** The Chair drew the attention of Senators to the recent success of the School of Mathematical and Computer Sciences in being named as Europe's first Centre of Actuarial Excellence (item 8 in the report). It was recognised that this was a significant achievement, and was a testimony to the expertise and hard work of colleagues in the School.

The Chair thanked and congratulated all colleagues involved in the recent international event, in which colleagues and Students had celebrated the international nature and the diversity of the University.

The Chair highlighted the recent discussion paper from the Commissioner for Fair Access, Sir Peter Scott (item 1). This challenging paper dealt with Retention, Outcomes and Destinations for full-time first degree students from deprived backgrounds, and was commended to Senators to read and digest. It was noted that there would be opportunity for the Senate to return to the themes in the paper in future discussions. It was suggested that the topics might usefully be considered by the University Committee for Learning and Teaching in the first instance. The report can be viewed at: <https://beta.gov.scot/publications/commissioner-fair-access-discussion-paper-retention-outcomes-destinations/>

With regard to student recruitment for Session 2018/19 (Item 3), the Chair reported that the current overall position was satisfactory but delicate. It was emphasised that further work was required in Schools and centrally to ensure that the actual recruitment in autumn 2018 met the targets that were required to enhance the future well-being of the University.

The Chair reminded the Senate of the forthcoming distinguished lectures, noting that the following excellent speakers had agreed to come to Heriot-Watt: Professor David Lane CBE, Founding Director of the Edinburgh Centre for Robotics (Dubai Campus on 13 February 2018); Professor Max Lu, President and Vice-Chancellor of the University of Surrey (Edinburgh Campus on 20 February 2018); and Professor Dame Jane Francis, Director of British Antarctic Survey (Edinburgh Campus on 5 April 2018). Senators were urged to attend as many of the lectures as possible, and were reminded that all colleagues and Students were very welcome at these events.

The Chair drew the attention of Senators to a letter he had sent to Staff the previous day with regard to the dispute over proposed changes to the Universities Superannuation Scheme (USS). It was noted that the trade union for academic Staff and many in the professional services, UCU, had voted to undertake strike action, and action short of a strike, in the coming weeks in protest over the proposed changes to USS. It was noted that pension provision was an important element of the competitive reward package that the University provided to help to retain and attract high quality Staff.

The Chair re-stated the background to the complex matter of ensuring the long-term sustainability of the Scheme, and expressed empathy with those who would be adversely affected by the changes. It was emphasised that the pensions regulator required action to address the significant future deficit in the Scheme and that sector-wide decisions would have

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to be taken with regard to securing the longer term viability. Some detail was explained of the complex proposed changes, and it was suggested that the likely impact of these changes was not yet commonly understood among Staff.

The Chair expressed disappointment at the extent of the industrial action, whilst respecting the freedom of individuals to undertake that action. It was emphasised that the senior staff of the University were committed to continue to work with colleagues to seek to minimise the impact on the student experience of the industrial action. It was noted that discussions would be held between University management and the local UCU representatives.

A number of points were raised in discussion, and it was noted that there was strong feeling on the topic among many Staff. A strong desire was also expressed to protect the student experience. It was noted that, wherever possible, Students would be informed at the earliest opportunity of classes being cancelled, or other effects of the industrial action. Due to the nature of the action, there would often be little or no notice of such consequences. It was recognised that any negative impact on the student experience could have an adverse effect on the outcome of the latest iteration of the National Student Survey. It was suggested as imperative, therefore, for colleagues to work in partnership to seek to ensure that the student experience would not suffer. It was reported that the forthcoming Student Union AGM in Edinburgh would have speakers from the University Executive and the UCU.

It was noted that any salary deductions made from colleagues taking industrial action would be used to maintain the quality of the student learning experience. This would include a contribution to the Student Hardship Fund. It was noted that in previous disputes involving academic Staff in recent years, all withheld pay had been put to the Student Hardship Fund.

An objection was recorded with regard to the publicity being given to a fashion graduate being chosen to create clothing for the Scottish representative at the 'Miss World' contest. In related discussion, it was noted that the University's Equality and Diversity action plan was in full operation, but that its visibility could be enhanced.

The Senate noted the Report.

**M18/05 UNIVERSITY COMMITTEE FOR LEARNING AND TEACHING [Paper: SEN/17/53]**

**Received** The minutes of the meetings of the University Committee for Learning and Teaching (UCLT) that had been held on 3 October; 1 November; and 6 December 2017. These minutes had initially been submitted to the Senate meeting on 14 December 2017.

**Noted** That the UCLT had put forward several items that would require significant discussion by the Senate. There had been insufficient time at the previous meeting of the Senate to devote to the matters, and so they had been deferred to this meeting. The energy of the work of the Standing Committees of the Senate was recognised, as was the importance of the Senate to consider the matters brought forward from each of its Standing Committees.

**Considered** Each in turn of the matters detailed in the paper, with an explanatory narrative provided by the Deputy Principal (Learning and Teaching), supported by the Head of Academic Quality and the Director of Learning and Teaching in the School of Engineering and Physical Sciences.

Paper SEN/17/53(a) presented a number of matters for consideration.

The UCLT sought a view from the Senate as to whether all Undergraduate Integrated Masters and Taught Postgraduate Masters degrees across all Schools should become classified awards. It was noted that this was common practice in other institutions.

The UCLT brought to the attention of the Senate the lack of academic support provision for students from areas categorised in the Scottish Index of Multiple Deprivation (SIMD). It was noted that proposals would be put to the University Executive (UE) for this to be addressed, along with the need for learning analytics provision to underpin the early identification of students at risk and thereby provide targeted, timely interventions. It was noted that a sub-group of the UCLT would meet shortly to help take forward the widening access elements of the University's Strategic Plan.

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The UCLT brought to the attention of the Senate a suggestion that the responsibility (both at executive and committee level) regarding the whole student experience, could benefit from clarification. In particular, it was noted that aspects related to the wider student experience were outwith the remit of UCLT, and that this was a particular concern in relation to the experience of widening participation students. It was noted that the UE would consider this matter, and that any proposed modification to the remit of any Standing Committee of the Senate would be brought to the Senate for consideration.

It was noted that the Secretary of the University would consider the request from UCLT for resources to conduct an investigation into the extent to which an attainment gap exists at HWU across all characteristics groups. The Senate expressed interest in receiving a report of the outcome of the investigation in due course.

Paper SEN/17/53(b) presented matters for information. The Senate wished to recognise the efforts of colleagues at School level who are engaged in broadening access.

Paper SEN/17/53(c) presented a number of matters for consideration. The Senate was invited to approve the revised policy for Academic Integrity to replace the current, more narrowly-focused and outdated Plagiarism Policy, as presented in Appendix 2 of the paper. It was requested that implementation should be from the start of Semester 1, 2018/19. It was noted that an awareness campaign was planned in conjunction with the respective Student Presidents.

The UCLT put forward a proposal for revising student-related academic policies and associated procedures with students at the centre in the design of effective and efficient services. It was noted that this 'World Wide Watt' approach would include working in partnership with the Student Administration Revitalisation Programme (SARP).

The Senate considered a proposal regarding General Degrees. It was noted that the UCLT had not reached consensus on the matter, and wished to put the matter to the Senate for consideration. It was noted that proposals had been developed further to recommendations made by the Senate at its meeting on 25 January 2017. The development process had been led by the Associate Director of Studies - Engineering, in the School of Engineering and Physical Sciences.

The Senate discussed different elements of the proposals for introduction of institution-wide General Degrees. It was noted that the proposals had been informed by evidence presented by individual Staff in different Schools and from different campuses, but that there had been no market data sought. The contribution of the existing Combined Studies programmes was recognised. It was noted that many of the students who currently choose this route, where available, are of high quality. It was suggested that the proposals could have beneficial effects for widening access and to enhance retention. The need was recognised to brand clearly and resource adequately the initiatives to enhance retention and widen access. In discussion a suggestion was put that a 'major and minor' approach could be considered. It was noted that further work would require to be undertaken, and that consideration would be given by the UE in the first instance.

**Agreed**

The Senate agreed in principle that all Undergraduate Integrated Masters and Taught Postgraduate Masters degrees across all Schools should become classified. It was noted that the detail of the classification would be consulted upon, and that a proposal would be brought back to the Senate for approval.

The Senate approved the revised policy for Academic Integrity, as presented in Appendix 2 of the paper, and agreed to its implementation from Semester 1, 2018/19.

The Senate endorsed the approach to revising student-related academic policies as presented in Appendix 3.

The Deputy Principal (Learning and Teaching) agreed to revisit the proposals for the introduction of institution-wide General Degrees, including to consider timing issues, and to submit a paper to the UE in the first instance before bringing further proposals to the Senate.

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**M18/06 CREATING OUR FUTURE UPDATE**

**Received** A verbal update from the Principal and Vice-Chancellor on the steps intended to be taken towards the creation of a modified academic structure to deliver an effective, integrated global University.

**Noted** It was noted that it was intended for a paper containing a firm proposal to be brought to a future meeting of the Senate (e.g. April 2018). The Senate would be asked to agree a recommendation that would then be put to the Court for approval. Prior to that, it would be helpful for dialogue to be conducted so that Senators could express views on the matter.

**Agreed** It was therefore agreed that two informal, workshop-style, meetings of Senators would be held in March/April 2018. The informal nature would be intended to facilitate broad discussion on the proposed modified structure, and on the rationale for the change. It was noted that draft outline proposals would be circulated ahead of these sessions, and that the discussions would help to shape the proposals for formal consideration by the Senate. The dates for these informal meetings would be issued shortly.

**M18/07 RESEARCH EXCELLENCE FRAMEWORK (REF) 2021 STRATEGY AND PREPARATIONS**

**Considered** A presentation by the Deputy Principal (Research and Innovation) outlining some recent decisions with regard to the Research Excellence Framework (REF) 2021, and reporting the outcome of a recent review of the readiness of the University for REF 2021.

**Noted** It was noted that the census date for persons to be in post for consideration in REF 2021 would be 31 July 2020, and that the latest date for publications to be considered would be 31 December 2020. The Senate noted the decisions that had been taken on Outputs and on Impact. It was noted that the University was aiming for 100% ORCID compliance, and that the School Directors of Research were supporting colleagues to help achieve that aim. Other decision were noted to relate to jointly authored output, and exceptional circumstances. It was further noted that a Code of Practice to ensure fairness, equality and diversity would be required to be submitted for approval (probably Spring 2019).

The intention was reported for 100% of eligible staff to be included in the return. In the previous exercise 85% of eligible staff had been included. It was noted that work was on-going to ensure that all contracts had properly been recorded on the iHR system. Work was also on-going in Schools to ensure that colleagues were undertaking research activity consistent with their contracts. It was noted that there was still the opportunity for colleagues employed with Teaching-only contracts to seek to gain contractual recognition of Research activities that they may be undertaking. It was suggested that it would be unlikely for there to be many colleagues for whom a change away from a Research contract would be appropriate.

The Senate was informed of the categories that had been applied to Impact Assessment. The initial 'snapshot' analysis of preparedness of each Unit of Assessment was provided. It was noted that work was on-going to enhance the position, and there remained sufficient time to ensure a robust submission. It was noted that detailed work continued with the University of Edinburgh with regard to joint research activities. It was further noted that the impact case studies were being updated, and that the institutional environment statement was also being worked upon. It was noted that individual colleagues would receive feedback on how their outputs had been scored.

The Senate considered the means by which the predictions had been made. It was noted that the 2014 REF outcomes had been the starting point, and that the external calibration work would help to fine tune these, as would further detailed analysis of the data as more detail became available. It was emphasised that the information presented was yet to be sharpened up, and that significant work would continue in the Schools over the months ahead.

The Senate thanked the Deputy Principal (Research and Innovation) for the presentation, and looked forward to returning to the topic as the process of preparing for REF 2021 continued.

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**M18/08 SENATE COMMITTEE FOR INTERIM BUSINESS AND EFFECTIVENESS [Paper: SEN/18/02]**

**Received** The report of a meeting held on 24 January 2018, which included matters considered by correspondence from December 2017 to January 2018.

**Noted** The Senate noted that, among other business, the SCIBE had agreed: to put forward Dr Ghaith, Dean (Science and Engineering), as the Dean to serve as the member of the Court; the committee responsibilities of the new Deans; some revisions to the Terms of Reference for the University Committee for Research and Innovation; the composition of some interview panels for professorial appointments; the granting of honorary titles, including an Emeritus Professorship; and the granting of interim awards.

It was noted that a call for expressions of interest had been made with regard to the Associate Deans. The Senate would be informed of the outcome of that process.

It was noted that a call for expressions of interest had been made with regard to some committee appointments, including an elected Senator to serve on the SCIBE. Any Senators interested in any of these positions were invited to contact the clerk to the Senate.

**M18/09 UNIVERSITY COMMITTEE FOR QUALITY AND STANDARDS [Paper: SEN/18/03]**

**Received** The minutes of the meeting held on 13 December 2017.

**Noted** The report of business conducted by the Committee, which included: a proposal to introduce a validation process for Graduate Level Apprenticeships; a review of the Annual Monitoring and Review process; an Internal Audit progress review; a report of the Quality Assurance Agency Educational Oversight Monitoring visit to the West London College.

**Agreed** To approve the validation process for Graduate Level Apprenticeships as detailed in the paper.

**M18/10 ACADEMIC COUNCIL (MALAYSIA) [Paper: SEN/18/04]**

**Received** The minutes of the meeting held on 29 September 2017.

**Noted** The report of business conducted by the Academic Council, which included some proposed revisions to the Terms of Reference. It was noted that these revisions would be put to the Senate Committee for Interim Business and Effectiveness for consideration in due course.

The Senate welcomed the report, which had been the first submitted from the Academic Council (Malaysia) for some time.

**M18/11 UNIVERSITY COMMITTEE FOR RESEARCH AND INNOVATION [Paper: SEN/18/05]**

**Received** The minutes of the meeting held on 30 November 2017.

**Noted** The report of business conducted by the Committee, which included the initial, positive, discussions toward building the Research and Innovation elements of the University Strategy. It was noted that these discussions would continue at future meetings in order to help shape the direction of the University.

**M18/12 POSTGRADUATE STUDIES COMMITTEE [Paper: SEN/18/06]**

**Received** The minutes of the meeting held on 5 December 2017.

**Noted** The report of business conducted by the Committee, which included: reports from external examiners; new programme proposals; and withdrawal of programmes.

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The Chair's Actions taken between meetings as reported in the minutes related to: the approval of thesis titles and the appointment of internal and external examiners for specified research students; the appointment of approved supervisors for specified research students; amendments to students' registration; the appointment of external examiners for postgraduate taught programmes.

The Senate noted that the consideration of resource implications and costings for proposed programmes was outwith the remit of this Committee, and should not, therefore, be discussed at meetings. It was emphasised that the Postgraduate and Undergraduate Studies Committees should be concerned solely with ensuring the academic merits of proposals for new or modified programmes.

**M18/13 UNDERGRADUATE STUDIES COMMITTEE [Paper: SEN/18/07]**

**Received** The minutes of the meeting held on 12 December 2017.

**Noted** The report of business conducted by the Committee, which included: consideration of a request to compulsorily withdraw a student from a programme; a new programme proposal and a modified programme proposal.

The Chair's Actions taken between meetings as reported in the minutes related to: the approval of amendments to students' registration, and the appointment of external examiners for undergraduate programmes.

The Senate noted that Dr Ghaith recently had been appointed as Chair of the Committee, and welcomed him to the role.

**M18/14 DATES OF FUTURE MEETINGS**

**Noted** That the next business meeting of the Senate would be held on Thursday 12 April 2017 in the Craig Room, James Watt Centre, commencing at 9.30 am (UK time).

That the arrangements would be announced shortly for the informal meetings of the Senate to conduct initial discussions on the academic structure of the University.

**Received** The proposed schedule of meetings for Sessions 2018/19 and 2019/20. It was noted that the dates as proposed would allow for three meetings on Wednesday mornings and two on Thursdays (as per the convention initially agreed in 2016). It was noted that all meetings of the Senate would commence at 9.30 am (UK time) and would normally be planned to continue for approximately two and a half hours.

**Agreed** The Senate was content with its forward schedule of meetings as listed:

**2018/19:**

Wednesday 12 September 2018  
 Thursday 13 December 2018  
 Wednesday 27 February 2019  
 Thursday 11 April 2019  
 Wednesday 12 June 2019

**2019/20:**

Wednesday 11 September 2019  
 Thursday 12 December 2019  
 Wednesday 26 February 2020  
 Thursday 23 April 2020  
 Wednesday 17 June 2020

**M18/15 CLOSING REMARKS**

**Noted** The Chair thanked all members and attendees for their patience with the difficult communications during the meeting, and closed the meeting.

Signed by the Chair ..... Date .....

Heriot-Watt University

**THE SENATE**

Minutes: 23 April 2018

In the Chair: Professor Richard A Williams

Present Also: Professor Mushtak Al-Atabi \*  
 Professor Scott Arthur  
 Dr Tessa Berg  
 Dr Frédéric Bosché  
 Dr Lyonell Boulton  
 Dr Jim Cameron  
 Mr Jay Clifford  
 Professor Patrick Corbett  
 Dr Rink Van Dijke  
 Dr Christopher Dodd  
 Dr Catherine Donnelly  
 Dr Alan Forster  
 Professor Ian Galbraith  
 Dr Fadi Ghaith \*  
 Dr Alan Gow  
 Dr Shumei Gao  
 Dr Lilia Georgieva  
 Dr Aude Le Guennec  
 Dr Amos Haniff  
 Professor Gillian Hogg  
 Dr David Jenkins  
 Professor Julian Jones  
 Professor Omar Laghrouche  
 Professor Heather McGregor  
 Professor Angus Macdonald  
 Professor Stuart Macgregor

Professor Robert MacIntosh  
 Dr Yvonne McLaren-Hankin  
 Professor Steve McLaughlin  
 Dr Jingsheng Ma  
 Dr Gabriela Medero  
 Mr Dilip Mothiram \*  
 Dr Kevin Muldoon  
 Dr Gillian Murray \*  
 Dr Mehdi Nazarinia \*  
 Mrs Vanessa Northway \*  
 Dr Mutasim Nour \*  
 Dr Olisanwendu Ogwuda \*  
 Dr Audrey Paterson  
 Dr Sandhya Patidar  
 Professor Gareth Pender  
 Professor Isabelle Perez  
 Ms Jane Priest  
 Professor Verena Rieser  
 Professor John Sawkins  
 Dr Mohamed Sherif  
 Professor Vicki Stone  
 Dr George Streftaris  
 Dr Gillian Thomson  
 Professor Fiona Waldron  
 Dr Tom Ward \*

In Attendance: Ms Ann Marie Dalton-Pillay  
 Ms Lucy Graham  
 Mr Richard McGookin  
 Dr Maggie King  
 Mr John McDermott (Clerk)

Dr Alicia Greated (Invited attendee)  
 Professor Jemina Napier (Invited attendee)  
 Mr Michael Wood (Observer)  
 Ms Laura Tantum (Observer)

\* Indicates member participating remotely

Apologies: Professor Malcolm Chrisp  
 Mr Diarmuid Cowan  
 Ms Sue Collier  
 Mr Shai Davidov  
 Dr Stephen Houston  
 Professor Ammar Kaka  
 Dr Sara Keith  
 Ms Kathy McCabe  
 Professor Greg Michaelson

Dr Gina Netto  
 Professor Raffaella Ocone  
 Professor Beatrice Pelloni  
 Mr Gerry Reilly  
 Dr James Richards  
 Dr Danmei Sun  
 Professor Nick Taylor  
 Mr Paul Travill  
 Dr Bill Wallace

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**M18/16**

**WELCOME AND ANNOUNCEMENTS**

The Chair invited the Senate to stand for a few moments in respect of Dr Graeme Collie, Assistant Professor in the School of EPS, who had died in February after a brief illness. The Senate recorded condolences to Dr Collie's family and colleagues.



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The Chair welcomed all participants to the meeting, including two colleagues, Professor Napier and Dr Greated, who had been invited to contribute to the 'Brexit' discussion item.

The Chair reported that observing the meeting were two representatives from the Good Governance Institute, the organisation that was conducting the Effectiveness Review of the Court and Senate. It was noted that observers would also attend the Court as well as meetings of Committees of both the Senate and the Court.

The Secretary of the University reminded the Senate of the requirement, under the Scottish Code for Good Higher Education Governance, for the University to undertake the Effectiveness Review. It was noted that the Review would in part be informed by a survey of members of the Senate, which would be issued to members in the near future. It was further noted that the outcomes of the Review would be reported to the Senate in due course.

The Chair welcomed those colleagues joining remotely from Dubai and Malaysia, as well as Professor Pender, who joined from Orkney.

The apologies for absence were recorded.

#### **M18/17 MINUTES OF THE PREVIOUS MEETING**

**Received** The minutes of the meeting held on 7 February 2018.

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

#### **M18/18 MATTERS ARISING**

**Noted** There were no matters arising from the minutes that were not already listed on the agenda.

#### **M18/19 REPORT FROM THE PRINCIPAL AND VICE-CHANCELLOR [Paper: SEN/18/08]**

**Received** A report from the Chair of the Senate, which gave the Senate a summary of key issues and news for the University and the wider HE sector.

**Noted** The Chair wished to thank Senators and colleagues across the University for helping to maintain a focus on academic matters in the preceding difficult months.

The Chair highlighted to the Senate the recently published Letter of Guidance from the Minister for Further Education, Higher Education and Science to the Scottish Funding Council (SFC). The letter set out the expectations of the Minister for SFC and the strategic priorities for the Scottish Government's investment in the further and higher education sectors until the end of March 2019. The Chair reported that the tone of the letter had been surprising, and that there had been little focus on research. The letter had, however, highlighted some opportunities that the University could pursue on its own and in partnership with others. This would include working with the new Enterprise and Skills Strategic Board.

The Chair informed the Senate that the indicative funding allocation from SFC for Session 2018/19 had indicated that the University would receive a below inflation increase in funding for its teaching activities. The University would therefore require further nimbleness in its processes, and to enhance its ability to act quickly on opportunities for income generation. The SFC allocation in support of research allocations was still awaited.

The Chair wished to highlight positive activity and achievement within the University. The latest recruitment figures for programmes on the Dubai campus were noted to be back on track. This was due to the considerable efforts and enthusiasm of the Staff, bolstered by enhanced marketing activity in the region. Among the many initiatives raising the profile of the University had been Dubai-specific 'Year of Robotics' activities, including 'AI in construction'.

The Senate noted that the University had re-entered the top twenty institutions in receipt of EPSRC funding. It was noted that this was a healthy indicator of positive change.

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Another achievement had been the appointment by the Royal Academy of Engineering of Professor Brian Gerardot as a Chair in Emerging Technologies. This was one of ten such appointments in the UK by the Royal Academy of Engineering.

Further achievements highlighted included the attainment of an Enterprise Grant from the Santander Universities Initiative. This was one of five grants awarded in the UK by Santander. Also welcomed was the shortlisting in the Guardian awards of two ESRC-funded projects within the University. The Senate welcomed these examples of the positive activity and achievement ongoing within the University.

The Chair drew the attention of Senators to an event that was intended to help demonstrate the University's many successes to the community, and urged all Senators to participate in the first Annual Stakeholders' Meeting, that would be held on 18 May 2018 on the Edinburgh Campus. This provided an opportunity for Staff and the public to learn and celebrate the achievements of the University. The following day, 19 May, an Open Day would take place for Staff, their families, and the public to experience many aspects of the University's work under a theme of 'Exploration' as part of the Year of the Sea. This would involve (among many others) demonstrations of robotics, wind power, and other labs, as well as specialised talks (including by Sir Geoff Palmer), a celebration of the University's Malaysia campus, and many activities within the Oriam sports centre. It was noted that announcements would be made public shortly.

The Senate noted the Report.

**M18/20                    BREXIT UPDATE: IMPLICATIONS FOR ACADEMIC STAFFING, RESEARCH AND INTERNATIONAL COLLABORATIONS**

**Received**                An introduction from the Principal and Vice-Chancellor that gave some insight into the political aspects of Brexit, followed by presentation from some colleagues who provided their experiences and perspectives of working collaboratively with international partners prior to, and following, the Brexit decision.

**Noted**                    The Principal and Vice-Chancellor introduced this discussion topic as an opportunity for the Senate to share thoughts on this difficult issue and to hear and consider some different perspectives. It was emphasised the need for the University to plan for the 'Post-Brexit' reality, and to be able to take advantage of opportunities.

The Senate was informed that the representative bodies in the sector, Universities Scotland and Universities UK continued to make representation to Government on overarching issues, such as student mobility and the maintenance of research networks. In parallel the Governments' industrial strategies offered opportunities to tap into the new income streams including to support international co-operation. There remained significant detail yet to be agreed and there was further opportunity to influence Governments as a sector.

The Head of the Research Institute for Biological Chemistry, Biophysics and Bioengineering gave a brief presentation outlining experiences relating to her role as a co-ordinator of a cross-EU research group, which has academic and industrial partners in several different countries. The Senate was informed that collaborative activity was still thriving and that despite some uncertainty over practicalities, there were still many opportunities to expand and deepen collaborative relationships with partners in Europe institutions - particularly through 'Horizon 2020' projects.

The Director of Research and Enterprise Services informed the Senate of the Role of the United Kingdom Research Institute (UKRI), which sought to foster initiatives and partnerships between academic institutions and industry. It aimed to help the UK meet Global challenges and encouraged different ways of working. It was noted that the UKRI had established working groups and that these, and others at a UK level, offered way to engage with policy makers across Europe. Bi-lateral and multi-lateral options were available to be explored. The Senate was informed that the UK Government was making funds available to support this through the Department for Business, Energy and Industrial Strategy (BEIS). Partnerships were being encouraged at regional and institutional level. It was emphasised as important therefore to think strategically and keep engaging with Governments, Research Councils, and other institutions and to forge further partnerships.

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The Deputy Head of School of Social Sciences (and Head of Languages and Intercultural Studies; Chair of Intercultural Communication) informed Senate of the work that has been conducted to date and which was ongoing to continue the promotion of student movement across Europe through Erasmus+. A conference has been held to explore the issue which was of particular importance to disciplines such as Languages that would be vulnerable if freedom of movement were restricted. It was noted that the present position was that the UK would continue to be part of the Erasmus+ scheme until 2021. Work continued to seek to gain governmental approval to extend this timeframe. It was emphasised that Heriot-Watt had an opportunity to be a leader in ensuring further connectivity. It was further stated that Heriot-Watt could, by building on the Go-Global initiative, further enhance its international activities and influence. It was noted that overall, the next year would be critical in terms of timing for Erasmus+ and its replacement;

The Deputy Principal (Engagement & Staff Development)) gave an update on the support that continued to be provided to colleagues (and which would need to be provided in future). It was noted that much reassurance was being provided, especially towards continuing to make the University an attractive place for people to come and work – and to stay.

**Considered** In open discussion, it was noted that internationally, work with prospective partners was important to counter the overall lack of clarity about Brexit. Similarly, the University needed to work hard to overcome the impression that the UK was not as welcoming as it had been. A difficulty was reported in attracting high quality research staff in the current environment.

It was noted that one BEIS initiative related to collaboration in the Gulf region, and that the University was therefore very well placed to play a prominent role – although there were many strong competitors in that and many other regions in which the University operated.

In closing the discussion, the Principal and Vice-Chancellor commended the excellent work on-going within the University, and also emphasised the external positioning being proactive in engaging and messaging with EU and international students, staff and collaborators.

#### **M18/21 DEVELOPING THE STRATEGY TO 2025 – UPDATE REPORT**

**Received** The Senate received and considered a verbal update from the Principal and Vice-Chancellor on the progress towards developing the Strategy to 2025.

**Noted** It was noted that the Head of School of Social Sciences was chairing an Academic Steering Group to help take the matter forward. It was noted that discussion workshops were continuing and that these involved Staff, Students and some members of the Court. Any Senators not yet involved in these workshops were invited to contact the organisers. It was noted that further workshops may be held later in the development process. There were also opportunities for contributions to be submitted online. It was emphasised that the development process was intended to involve Staff and Students across all campuses.

The Senate noted the report.

#### **M18/22 CREATING OUR FUTURE UPDATE [Paper: SEN/18/09]**

**Received** Collated notes from recent workshops (including Dubai and Malaysia) towards the creation of a modified academic structure to deliver an effective, integrated global University.

**Noted** The Principal and Vice-Chancellor thanked Senators for their continued involvement in the process to develop proposals for the academic structure. It was noted that the next stage would be a formal proposal to be submitted in September to the Senate.

The Senate considered the summery notes that had been circulated following the workshops. It was noted that further such discussion workshops could be held later in the process. It was noted that further consideration was needed to ensure that proposals for the new structure would properly reflect the requirements for research. It was emphasised that research in the

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new structure should be considered in parallel and simultaneously with learning and teaching. Detailed feedback on the role of Heads of School in the new structure had also been included in the notes.

The Deputy Principal (Research and Innovation) informed the Senate of the timing of developing the proposals, and of the process that was underway under the auspices of the University Committee for Research and Innovation. This included seeking views from colleagues across all campuses and focused discussions. It was intended to build consensus on requirements by the end of June.

The Secretary of the University outlined the governance requirements for the change of the academic structure. It was noted that the definitions in the Charter were proposed to be modified so as to simply refer to 'primary academic units'. It was noted that this change in terminology was important to 'future proof' the Charter and Statutes.

The Principal and Vice-Chancellor reported that the detailed proposals would be set against the criteria that had been considered by Senators at the initial set of workshops, and that evidence would be set against these criteria. It was noted that appropriate time would be allocated for discussion so that the Senate could agree to support the proposals, which would then be put to the Court for approval. It was emphasised that a new structure was an important element towards the effective engagement of Staff to secure the future of the University.

The progress report was noted.

**M18/23 SENATE COMMITTEE FOR INTERIM BUSINESS AND EFFECTIVENESS  
[Paper: SEN/18/10]**

**Received** The report of a meeting held on 28 March 2018, which included a note that no matters had been considered by correspondence in February or March 2018.

**Noted** It was noted that the SCIBE had agreed as a pragmatic measure to recommend to the Court the interim reappointment of the Heads of three Schools whose period of appointment would expire before any new structure would be in place. The three Heads were intended to be reappointed to 31 December 2018, by which time it was expected that a structure would have been approved, and appointments would have been made to senior positions. It was noted that the SCIBE had recognised that there was no provision for such an interim appointment in the Ordinance, and that this point would be made clear to the Court when asking for its approval of this pragmatic measure. It was emphasised that it was hoped that there would not be any need for any further interim re-appointments.

It was noted that as a precautionary measure, and for Session 2017/18 only, the SCIBE had authorised the use of emergency measures as specified in Regulation 31 (Authority of Heads of Schools and Examiners in Exceptional Circumstances). It was explained that this was in order to ensure that no groups of Students would be disadvantaged, and that secure views could still be reached in the event that not all information be available to the examination boards. It was emphasised that the authority to implement Regulation 31 had been granted for the current Session only, and that the measures would only be used in exceptional circumstances. The Senate would be informed of any instances where the emergency measures had been required.

It was noted that the SCIBE had approved the appointment of Dr Tom Ward (EPS) as an Associate Dean to support the Dean (Science and Engineering). It was noted that this meant that there was now a Dean or Associate Dean based at each of the main campuses of the University. Other business had included agreement of transition arrangements regarding the Senate-elected members of the Court; the granting of honorary titles, including an Emeritus Professorship; and the granting of interim awards.

**Considered** The proposed Terms of Reference of the new Research Degrees Committee as introduced by the Deputy Principal (Research and Innovation). It was noted that the Terms of Reference had been considered in depth by the Committee for Research and Innovation (UCRI) as well as the SCIBE; they had been mapped against the Senate Statement of Primary Responsibilities and

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Delegations as well as the remits of existing committees: primarily the Postgraduate Studies Committee, but also the Research Student Coordinators Group. It was emphasised that the aim was to enhance the discharging of these responsibilities. It was requested that the Research Degrees Committee be established at the earliest opportunity in order that it could consider a number of items of business associated with both internal and external policy developments. It was noted that the current Postgraduate Studies Committee would continue its responsibilities regarding taught postgraduate matters until such time as the new Studies Committee is established (a proposal to come to the June Senate meeting).

In discussion, the role of Deans on the new Committee was noted to be a change from their current role(s) as Chairs of the Postgraduate and Undergraduate Studies Committee. It was noted that the Chair of RDC would be appointed by the University Committee for Research and Innovation (UCRI), which would be the 'parent' body for the RDC. It was agreed to record a stated view that the Chair should be a member of the Senate, however, it was emphasised that the best person for the role would be appointed, and they did not require to be a member of the Senate.

**Agreed** The Senate approved the Terms of Reference, and agreed that the new Committee should be established at the earliest opportunity.

**M18/24 UNIVERSITY COMMITTEE FOR LEARNING AND TEACHING [Paper: SEN/18/11]**

**Received** The minutes of the meeting of the University Committee for Learning and Teaching (UCLT) that had been held on 4 April 2018.

**Noted** The Deputy Principal (Learning and Teaching) highlighted in particular the ongoing important role of UCLT of drawing together different strands of work towards enhancing Student retention. It was emphasised that the UCLT ensured that this large amount of work covered all locations and ensured depth of activity. It was noted that the UCLT would make a report to the University Executive in the near future in order that resourcing matters could be considered.

A query regarding lecture capture was considered, and it was noted that significant work was underway in relation to staff and systems. It was noted that colleagues in Information Services were integrally involved in this work.

**M18/25 UNIVERSITY COMMITTEE FOR QUALITY AND STANDARDS [Paper: SEN/18/12]**

**Noted** It was noted that due to the close proximity to this meeting, and staff absence, the minutes of the meeting held on 11 April 2018 would be brought to the next meeting of the Senate.

**M18/26 UNIVERSITY COMMITTEE FOR RESEARCH AND INNOVATION [Papers: SEN/18/13 and SEN/18/14]**

**Received** The minutes of meetings held on 25 January and 29 March 2018.

**Noted** The report of business conducted by the Committee, which included the ongoing discussions toward building the Research and Innovation elements of the University Strategy and several aspects of research-related activities in the University.

**M18/27 POSTGRADUATE STUDIES COMMITTEE [Papers: SEN/18/15 and SEN/18/16]**

**Received** The minutes of the meetings held on 16 January and 27 March 2018.

**Noted** The report of business conducted by the Committee, which included: reports from external examiners; and new programme proposals.

The Chair's Actions taken between meetings as reported in the minutes related to: the approval of thesis titles and the appointment of internal and external examiners for specified research students; the appointment of approved supervisors for specified research students;

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amendments to students' registration; the appointment of external examiners for postgraduate taught programmes; approval of supervisors nominations for postgraduate research students.

**M18/28 UNDERGRADUATE STUDIES COMMITTEE [Paper: SEN/18/17]**

**Received** The minutes of the meeting held on 14 February 2018.

**Noted** The report of business conducted by the Committee, which included: consideration of a request to compulsorily withdraw a student from a programme; a new programme proposal and a modified programme proposal.

The Chair's Actions taken between meetings as reported in the minutes related to: the approval of amendments to students' registration, and the appointment of external examiners for undergraduate programmes.

**M18/29 ACADEMIC COUNCIL (DUBAI) [Paper: SEN/18/18]**

**Received** The minutes of the meeting held on 6 December 2017.

**Noted** The report of business conducted by the Academic Council, which included some discussion around the performance of second-year Students in particular.

**M18/30 DATES OF FUTURE MEETINGS**

**Noted** That the next meeting of the Senate would be held on Wednesday 6 June 2018 in the Craig Room, James Watt Centre, commencing at 9.30 am (UK time).

**M18/31 CLOSING REMARKS**

**Noted** The Senate noted that a positive future practice would be for papers to be made available via SharePoint to members at the earliest opportunity. The Chair thanked members for their forbearance with the late distribution of the papers for this meeting.

Signed by the Chair ..... Date .....

Heriot-Watt University

**THE SENATE**

Minutes: 6 June 2018

In the Chair: Professor Richard A Williams

Present Also:	Professor Scott Arthur	Dr Yvonne McLaren-Hankin
	Dr Tessa Berg	Professor Steve McLaughlin
	Dr Lyonell Boulton	Dr Jingsheng Ma
	Dr Jim Cameron	Dr Gabriela Medero
	Professor Malcolm Chrisp	Professor Greg Michaelson
	Professor Patrick Corbett	Dr Kevin Muldoon
	Mr Shai Davidov	Dr Gillian Murray
	Dr Christopher Dodd	Dr Olisanwendu Ogwuda *
	Dr Alan Forster	Professor Beatrice Pelloni
	Professor Ian Galbraith	Dr Audrey Paterson
	Dr Fadi Ghaith *	Dr Sandhya Patidar
	Dr Alan Gow	Professor Gareth Pender
	Dr Amos Haniff	Mr Gerry Reilly
	Professor Gillian Hogg	Mr Kieran Robson Renner
	Dr Stephen Houston	Dr Mohamed Sherif
	Dr David Jenkins	Mr Rahul Singh
	Professor Julian Jones	Professor Vicki Stone
	Professor Ammar Kaka *	Dr George Streftaris
	Dr Sara Keith	Professor Nick Taylor
	Professor Omar Laghrouche	Dr Gillian Thomson
	Professor Stuart Macgregor	Professor Fiona Waldron
	Professor Robert MacIntosh	

In Attendance:	Ms Ann Marie Dalton-Pillay	Ms Kathy McCabe
	Ms Sue Collier	Mr Richard McGooken
	Mr Jay Clifford	Mr Paul Travill
	Mr Diarmuid Cowan	Mr David Baskill (Invited attendee)
	Ms Lucy Graham	Dr Guy Walker (Invited attendee)
	Dr Maggie King	Mr John McDermott (Clerk)

\* Indicates member participating remotely

Apologies:	Professor Mushtak Al-Atabi	Dr Gina Netto
	Dr Frédéric Bosché	Mrs Vanessa Northway
	Dr Rink Van Dijke	Dr Mutasim Nour
	Dr Catherine Donnelly	Professor Raffaella Ocone
	Dr Shumei Gao	Professor Isabelle Perez
	Dr Lilia Georgieva	Ms Jane Priest
	Dr Aude Le Guennec	Professor Verena Rieser
	Professor Angus Macdonald	Dr James Richards
	Professor Heather McGregor	Professor John Sawkins
	Mr Dilip Mothiram	Dr Bill Wallace
	Dr Mehdi Nazarinia	Dr Tom Ward

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**M18/32****WELCOME AND ANNOUNCEMENTS**

The Chair welcomed all participants to the meeting, including those colleagues joining remotely from Dubai, and two colleagues, Mr Baskill and Dr Walker, who had been invited to contribute to the Online Provision discussion item.

The Chair noted that this would be the final meeting for a number of Senators, including the out-going SU President and SU Vice-President, Community. It was noted to also be the first meeting to be attended by the new Student Union officers, Mr Singh (SU President) and Mr

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Robson Renner (SU Vice-President, Community), who were congratulated on their election success and welcomed to membership of the Senate. The Chair also congratulated Ms Graham on her re-election for a second year as Vice-President (Scottish Borders Campus).

The apologies for absence were recorded.

### **M18/33 MINUTES OF THE PREVIOUS MEETING**

**Received** The minutes of the meeting held on 23 April 2018.

**Approved** The Senate approved the minutes as a correct record, following the correction of some dates of meetings of Standing Committees.

### **M18/34 MATTERS ARISING**

#### **18/34.1 Creating our Future – Progress Report**

**Received** A verbal report from the Principal and Vice-Chancellor, which noted that work remained on track for the Senate to receive a formal proposal at its September meeting for the future academic structure of the University.

The Deputy Principal (Research and Innovation) gave a further verbal update on the progress of discussions since the previous meeting of Senate in relation to the formulation of appropriate structures to support the enhancement of research across all campuses of the University. It was noted that there had been reflection on the feedback received at the workshops, and consideration given to how best to address concerns that had been raised.

**Noted** It was noted that the Senate had on two previous occasions considered joint submissions from the Head of School of Social Sciences and the Executive Dean of Edinburgh Business School with regard to developments aimed at closer working between the two Schools. It was noted that these developments were very important for the University, both academically and financially, and it was proposed that the Senate invite the Head of SoSS and the Executive Dean of EBS to bring a proposal to the Senate early in Session 2018/19 to give greater detail as to how a closer relationship between the Schools might work.

The Secretary of the University reminded the Senate that the EBS was a distinct Charitable entity within the University, with its own Board and own Strategy. This would require there to be careful consideration given to governance arrangements. Accordingly, there had been initial 'Trustee to Trustee' conversations between members of the EBS Board and members of the University Court, with a remit to explore all possible models of relationship. It was emphasised that any future decisions would have to accord with the charitable aims of both the University and EBS. The Board of EBS was passionate for the success of EBS and the University. It was noted that although the EBS had been established as a separate entity, it had always made awards under the auspices of the Senate. There had also been increasing levels of joint working in recent times, and the relationship had evolved considerably.

It was noted that a report from a Strategic perspective would be considered by the Court in due course, with the Senate to discuss the academic implications. It was noted that the University Executive would consider the resourcing implications of the relationship, and appropriate tailoring of the planning process.

**Agreed** That the Head of SoSS and the Executive Dean of EBS would bring a proposal to the Senate early in Session 2018/19 to give greater detail of the closer relationship between the Schools.

### **M18/35 REPORT FROM THE PRINCIPAL AND VICE-CHANCELLOR [Paper: SEN/18/19]**

**Received** A report from the Principal and Vice-Chancellor, which gave the Senate a summary of key issues and news for the University and the wider HE sector.

**Noted** The Principal and Vice-Chancellor informed the Senate that the projections for Student recruitment for Session 2018/19 suggested an overall satisfactory picture, with some areas of strength, and others where improvement was required. It was noted that recruitment to



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programmes in Dubai had improved considerably, showing the benefit of the enhanced recruitment activities and the tremendous efforts of the Provost and Staff of the Campus. It was noted that the University would be in Clearing to help meet the increased target for Students from 'SIMD 20' backgrounds. Clearing would also be required to fill the required places for 'Rest of UK' Students. The Principal and Vice-Chancellor emphasised the imperative of the University meeting, and exceeding where permissible, all recruitment targets.

The Principal and Vice-Chancellor highlighted to the Senate the recently published 'League Table' in the Guardian newspaper, and noted that the University's reduced standing in this could potentially have a negative impact on Student recruitment. It was noted that further analysis would be provided to the Senate. The importance was emphasised of enhanced recruitment activity, as well as other marketing, to project the University's positive messages. It was recognised that, whilst there were areas that could be improved, there was a significant amount of excellent practice and much that the University could be proud of and should celebrate. It was emphasised that the 'League Table' did not reflect the calibre of Staff at the University.

The Chair highlighted positive activity and achievement within the University. The recognition of the Student Union as NUS Student Union of the Year 2018 was reported. Congratulations were offered to the President, the Executive, and the staff of the Student Union. Congratulations were also extended to Dr Donnelly, Senator, and Associate Professor in the School of MACS, who had been invited to join the expert panel to examine the valuation of the Universities Superannuation Scheme (USS).

The Senate noted the success of the Centres for Doctoral Training in the University. It was noted that the success of these was an important marker of the growing reputation of the University, and had also contributed to the gaining of significant research grants.

**Considered**

The Senate discussed some of the factors that had been reflected in the Guardian League Table, with particular focus on underlying factors that had contributed to the National Student Survey (NSS) outcome for 2017 (noting that the 2018 NSS outcome would be announced in late July). It was suggested that the University's Student:Staff Ratios (SSRs) usefully could be assessed, with analysis conducted of the correlation between the size of SSRs and Student satisfaction. It was recognised that different subject areas might show different impacts. A potential impact on Student satisfaction of the industrial action earlier in 2018 was noted. It was suggested that Staff in some areas of the University were engaged in too large a number of courses, and that Schools might usefully deliver programmes that were more prescriptive. It was further suggested that important conversations required to be conducted regarding Staff morale, and that the Senate had an important role to play in this regard to engage with colleagues in order to address underlying issues. The Secretary of the University was available to provide HR support to teams as required.

It was noted that the University Committee for Learning and Teaching would continue to gather and assess different types of evidence, including external examiner reports, to inform evidence-led programmes of action to continue to enhance the Student experience. It was further noted that the on-going development of the Strategic Plan offered an opportunity to look some years ahead, and to plan appropriately, with resources gained and applied accordingly.

The Senate noted the Report.

**M18/36****DEVELOPING OUR ONLINE CAPABILITIES [Presentation]****Received**

The Principal and Vice-Chancellor introduced the discussion topic, which offered a timely and useful opportunity for the Senate to learn and contribute to the discussions on the development of the University's online capabilities. The Director of Information Systems gave a presentation on developing online capacity. The Deputy Principal (Engagement and Staff Development) gave a presentation regarding the development of on-line taught Masters provision. It was noted that the Executive Chair of SCHOLAR had been invited to contribute to the meeting but had been unable to attend due to a prior commitment.

**Noted**

That the development of online delivery capacity was crucial to enhancing the ability of the University to keep pace with the expectations of Students, and to open different markets for

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the excellent programmes on offer. The additional income available from the expansion of online provision was noted to be an important contribution to the sustainability of the University.

It was noted that there was significant expertise within the University to support online delivery, and that a project was underway to draw this together and to seek ways of enhancing the capabilities. It was noted that whilst in the first instance, the University would make modest advances, this project would identify options for the desired step change and would work up a fuller project scope and business case. The Senate would be involved in further discussions in due course.

The Senate was informed of the specific development of online provision for Masters programmes. It was noted that these programmes would be Student-centred and flexible, to meet the requirements of Students undertaking the programmes. A suitable Regulation was being developed to govern this initiative. It was noted that in the first instance, the online programmes would be those presently offered as 'distance learning' by the School of Energy, Geoscience, Infrastructure and Society – with suitable modifications so as to be wholly online. It was noted that staff from other Schools – most likely Engineering and Physical Sciences – may also have to be involved due to cross-School teaching. It was noted that although starting at Masters level, this initiative could be expanded in time to also include Undergraduate provision, with perhaps Graduate Apprenticeships offering a useful opportunity.

It was noted that this project would be rolled out over time to offer a greater number of programmes. It was suggested that lessons could be learned from previous efforts to provide for online, and that the resources required should be recognised and planned for at the outset. The fact that this project had a 'champion' at Deputy Principal level was welcomed. Examples were provided of existing successful provision, and it was emphasised that this would be built upon. The success of the Edinburgh Business School in modifying its provision for the online environment was applauded.

**Agreed** The Deputy Principal (Engagement and Staff Development) agreed to bring further updates to the Senate in due course.

#### **M18/37 DEVELOPING THE STRATEGY TO 2025 – UPDATE REPORT**

**Received** A verbal update from the Principal and Vice-Chancellor on the on-going work towards the creation of a modified Strategy to secure the future of Heriot-Watt as an effective global University.

**Noted** The launch of the 'global conversations' was noted, and Senators were encouraged to participate in these online discussions, and to encourage colleagues in the Schools to do so also. Further workshops were also being held to gain views from Staff. Other means were also being used to gain input from Students, Alumni, external Stakeholders, and the wider community.

It was noted that a report would shortly be received from the consultants engaged to conduct horizon scanning. Over the summer months an initial draft document would be prepared, which would be considered by the Senate in the autumn, with the Schools also having the opportunity for discussion. A further submission would then be put to the Senate in December, with the intention to then submit to the Court for approval a proposed Strategy to 2025.

#### **M18/38 OUTPUTS FROM THE CONSTITUTIONAL REVIEW GROUP: PROPOSED AMENDMENTS TO THE CHARTER AND STATUTES AND SUPPORTING ORDINANCES [Paper: SEN/18/20]**

**Received** The Secretary of the University introduced the collated set of constitutional documents that provided the Senate with the outcome of a detailed drafting process for the revised Charter and Statutes, along with many of the supporting Ordinances.

**Noted** Revisions to the Charter and Statutes were required in order to accommodate the stipulations of the Higher Education Governance (Scotland) Act 2016. The opportunity had been taken when conducting this exercise to seek to tidy up, and to 'future proof' some aspects of the Charter and the Statutes, as well as bringing forward supporting Ordinances for different aspects of University governance. Accordingly, the Constitutional Review Group had given detailed consideration over a period of some months to the various documents, and the

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Ordinances and Regulations Committee had also had opportunity to scrutinise and to modify the draft documents.

The Chair of the Ordinances and Regulations Committee (who could not attend the meeting) has made written representation to remind the Senate that the supporting Ordinances would need to include a new Ordinance to specify the Deputy Principals as members of the Senate ex officio under Statute 5, 1 (b); and that Ordinance P8 would need to be amended to make Heads of Primary Academic Units members of the Senate ex officio under Statute 5, 1 (a) (iv). The Chair of the ORC had further asked for Statute 5, 1 (a) iii to be clear that the elected Deans would continue to be members of the Senate "ex officio".

**Considered** The Senate gave the documents detailed scrutiny. It was noted that the term 'Primary Academic Unit' had previously existed in the definitions contained in the Charter, and now was proposed to be brought to the fore as part of the future proofing. It was noted that the revised documents removed the description of the Senate as an 'executive body' as it had been felt that this term had not correctly described the role of the Senate, which was confirmed as the primary academic forum of the University. It was noted that the Court delegated to the Senate responsibility for all academic work and standards.

It was noted that approval of the new Charter and Statutes may be received from the Privy Council as early as December 2018, although the process would be outwith the control of the University once the submission was made. The earliest that the new arrangements would come into force would therefore be January 2019. It was further noted that implementation of the new provisions would follow as soon as practicable after they came into force. This would include the addition to the Senate of further Student members.

**Agreed** With the amendment to ensure elected Deans would be 'ex-officio' members of the Senate, the Senate agreed to recommend the revised Charter and Statutes to the Court for submission to the Privy Council (via the Scottish Government Legal Department in the first instance).

The Senate agreed to return to a detailed consideration of the supporting Ordinances, noting that there would be an additional Ordinance with respect to the membership of the Senate of the Deputy Principals, and that revisions to an existing Ordinance would be brought to cover the membership of the Senate of the Heads of the Primary Academic Units.

**M18/39 UNIVERSITY CHANCELLOR: EXTENSION TO CURRENT TERM OF OFFICE [Paper: SEN/18/21]**

**Received** A request from the Governance and Nominations Committee of the Court, and which had been endorsed by the Senate Committee for Interim Business and Effectiveness, to extend for one month the term of office of the Chancellor.

**Noted** It was noted that this was a pragmatic measure to enable the current Chancellor, Dr Robert Buchan, to preside over the late November/early December 2019 Congregations. It was noted that this extension would take the Chancellor's term of office to two years and one month, which was significantly within the five-year maximum term permitted by the Statutes. It was noted that the Chair of Court, and the Principal and Vice-Chancellor had commended the proposal as small recognition of the service of Dr Buchan. It was further noted that, after due consideration, the respective Chairs of the Constitutional Review Group, and the Ordinances and Regulations Committee had been content that the proposal was in order.

It was noted that a draft Candidate Brief to aid the process for appointing the successor to Dr Buchan would shortly be circulated to Senators by correspondence.

**Agreed** The Senate approved the recommendation that the period of appointment of Chancellor Dr Robert Buchan, be extended to 31 December 2019.

**M18/40 NEW STUDIES COMMITTEE – PROPOSED TERMS OF REFERENCE**

**Received** The Chair of the University Committee for Quality and Standards (UCQS) gave a verbal update to the meeting, as the intended paper was not yet ready to submit to the Senate.

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- Noted** The Senate noted that it had not proved possible for the UCQS to reach agreement on a proposal for the Terms of Reference of the new Studies Committee. Although detailed discussions had taken place with the UCQS, the Undergraduate Studies Committee (USC) and the Postgraduate Studies Committee (PSC), as well as the SCIBE, a number of areas of detail remained unresolved. In order, therefore, to ensure continuity of business, it was suggested that the USC and the PSC should continue to operate for a further period.
- Considered** The Chair of UCQS reminded the Senate of its decision in May 2017 whereby it had agreed that the USC and the PSC should continue to operate until such date as the Senate approved Terms of Reference for the proposed sub-committees of the University Committee for Research and Innovation and the University Committee for Quality and Standards. This, therefore, would be a continuation of that decision. It was noted that work would continue over the summer months to ensure that all delegations from the Senate are properly matched with a suitable committee. The vital processes to assure quality and standards would therefore be protected.
- Agreed** The Senate agreed to the continuation of the USC and PSC with regard to the intended responsibilities of the Studies Committee until such date as the Senate approved Terms of Reference for the new Studies Committee. The Senate anticipated receiving a fully-developed proposal early in the new Session.
- The Senate thanked the Chair of the University Committee for Quality and Standards for her on-going detailed work in this matter.
- M18/41** **SENATE COMMITTEE FOR INTERIM BUSINESS AND EFFECTIVENESS [Paper: SEN/18/23]**
- Received** The report of a meeting of the Committee held on 24 May 2018.
- Noted** All items in the report were for information on this occasion. The Senate noted the Report.
- M18/42** **UNIVERSITY COMMITTEE FOR QUALITY AND STANDARDS [Paper: SEN/18/24]**
- Received** The minutes of the meeting of the University Committee for Quality and Standards (UCQS) that had been held on 11 April 2018.
- Noted** The Chair of the Committee introduced the Report, and highlighted in particular the request to approve: the mapping of the University pass mark for Masters programmes, with the Malaysian system of Cumulative Grade Point Average; and an accompanying statement for submission to the Malaysian Qualification Agency.
- Considered** Senate discussed the proposal, with some consideration as to whether a pass mark had to be attained in all courses of a programme. The implications for non-credit-bearing courses was also discussed.
- Agreed** The Senate approved the mapping equivalence of the 50% pass level and the CPGA of 3.0 for Masters programmes, and the accompanying statement for submission to the Malaysian Qualification Agency as stated in the paper.
- M18/43** **UNIVERSITY COMMITTEE FOR LEARNING AND TEACHING [Paper: SEN/18/25]**
- Received** The minutes of the meeting of the University Committee for Learning and Teaching (UCLT) that had been held on 9 May 2018.
- Noted** In the absence of the Deputy Principal (Learning and Teaching), the Director of Learning and Teaching (Engineering and Physical Sciences) highlighted in particular the suite of policies for: Mitigating Circumstances; Temporary Suspension of Studies; Submission of Coursework; and Inter-Campus Transfers (Academic Matters) for Undergraduate Taught Programmes. A proposed modification to the Terms of Reference for the Committee was also highlighted.
- Considered** The contents of each of the proposed Policies were discussed. It was noted that the Temporary Suspension of Studies Policy was intended to apply to all Students, including Postgraduate

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Research. The intention was noted for responsibility for considering temporary suspensions to be moved to the Schools so as to streamline the process, following the intended disestablishment of the Undergraduate Studies Committee (USC). It was agreed that since the USC was not, for the time being, to be disestablished, that the responsibility should remain with that Committee for the interim period, and that further discussion on the matter would accompany the future discussion of the Terms of Reference for the new Studies Committee.

The modification to the Terms of Reference for the Committee was proposed in order that the Committee would have fewer meetings in future, in tandem with the introduction of some strategy sessions. It was noted that this was an evolution in working arrangements.

**Agreed**

The Senate approved the revised Terms of Reference for the University Committee for Learning and Teaching to take effect from the start of Session 2018/19.

The Senate approved the Learning and Teaching Policies for Mitigating Circumstances; Submission of Coursework; and Inter-Campus Transfers (Academic Matters) for Undergraduate Taught Programmes to take effect from the start of Session 2018/19.

The Senate agreed to defer decision on the proposed Policy for Temporary Suspension of Studies, until the Terms of Reference for the new Studies Committee had been approved.

**M18/44 POSTGRADUATE STUDIES COMMITTEE [Paper: SEN/18/26]****Received**

The minutes of the meetings held on 10 April 2018 and 22 May 2018 .

**Noted**

The report of business conducted by the Committee, which included: reports from external examiners; and new programme proposals.

The Chair's Actions taken between meetings as reported in the minutes related to: the approval of thesis titles and the appointment of internal and external examiners for specified research students; the appointment of approved supervisors for specified research Students; amendments to Students' registration; the appointment of external examiners for postgraduate taught programmes; approval of supervisor nominations for postgraduate research Students.

**M18/45 UNDERGRADUATE STUDIES COMMITTEE [Paper: SEN/18/27]****Received**

The minutes of the meeting held on 16 May 2018.

**Noted**

The report of business conducted by the Committee, which included: consideration of new programme proposals for Graduate Apprenticeships in two Schools.

The Chair's Actions taken between meetings as reported in the minutes related to: the approval of amendments to Students' registration, and the appointment of external examiners for undergraduate programmes.

**M18/46 ORDINANCES AND REGULATIONS COMMITTEE [Paper: SEN/18/28]****Received**

The minutes of the meeting held on 18 April 2018.

**Noted**

The report of business conducted by the Committee, which included in particular the discussions that had been held on the proposed Amendments to the Charter and Statutes, and accompanying Ordinances.

**M18/47 APPOINTMENT OF ACADEMIC STAFF IN 2018 [Paper: SEN/18/29]****Received**

The report of academic appointments, including promotions, and leavers between 1 November 2017 and 30 April 2018.

**Noted**

The report, which had been circulated solely for the information of the Senate. The gender balance of appointments was noted, and it was suggested that this might usefully be scrutinised in order that action might be taken to address the apparent imbalance.

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**M18/48**

**VALEDICTIONS**

**Noted**

The Secretary of the University had hoped to report to this meeting the outcome of the elections from Schools to the Senate, however the counting process was not yet concluded, and so the Senators who were seeking re-election did not yet know if they would continue on the Senate. The Secretary of the University further noted that on the conclusion of the elections from Schools to the Senate, that an election would be held to elect three members of the Senate to the Court (as per Ordinance B3).

At the invitation of the Principal and Vice-Chancellor, the Senate offered sincere thanks for their service to the Senate to those who were completing their terms as Senators:

Mr Diarmuid Cowan; Mr Jay Clifford; Professor Isabelle Perez; Professor Greg Michaelson; Professor Verena Rieser; Dr Audrey Paterson; Dr Lilia Georgieva; Dr Stephen Houston; Dr Rink Van Dijke; Professor Omar Laghrouche; Dr George Streftaris; Professor Rafaella Ocone.

Professor Michaelson offered some valedictory remarks and reflections on his terms as an elected Senator over a career spanning in excess of thirty years at the University.

{*Clerk's note:* subsequent to the meeting it was confirmed that the following Senators would stand down from the Senate for the time-being: Dr Yvonne McLaren-Hankin; Dr Olisawendu Ogwuda; and Mr Dilip Mothiram. The full results of the elections are available on the [Senate webpages](#).}

At the invitation of the Principal and Vice-Chancellor, the Senate recorded a sincere appreciation of Professor Jim Ritchie, who would leave the University on 31 July 2018. Professor Ritchie's long and distinguished career at Heriot-Watt had included service on the Senate as a member elected from the School of EPS, as well as a Dean Science and Engineering, and, latterly, Dean elected from the Pan-University constituency. The Senate recognised that the University had benefitted greatly from Professor Ritchie's insight and expertise, through the Court, the Senate and many of its Committees, through his academic work in Mechanical Engineering, and also the many friendships he had forged.

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**DATES OF FUTURE MEETINGS**

**Noted**

That the meetings of the Senate in Session 2018/19 would be:  
 Wednesday 12 September 2018  
 Thursday 13 December 2018  
 Wednesday 27 February 2019  
 Thursday 11 April 2019  
 Wednesday 12 June 2019

It was noted that the normal timing of meetings would be 9.30 am to 12.00 noon (UK time), and that venues for the meetings would be notified in due course.

**M18/50**

**CLOSING REMARKS**

**Noted**

The Chair thanked all members for their contribution to the Senate in the preceding year, and wished the Senate a pleasant and restful summer.

Signed by the Chair ..... Date .....