

Heriot-Watt University

## THE SENATE

Minutes: 15 September 2021

In the Chair:	Professor Richard A Williams, Principal and Vice-Chancellor	
Members also Present:	Dr Çakıl Agnew Professor Mushtak Al-Atabi Dr Ross Alexander Professor Scott Arthur Professor Lynne Baillie Professor Mark Biggs Dr Keith Brown Dr Linda Buchan Dr Jim Buckman Dr David Cavallaro Professor Malcolm Chrisp Ms Elaine Collinson Dr Jose M Conde Hannah Copeland Professor Dugald Duncan Dr Ahmed Elsheikh Dr Tom Farrington Dr Fadi Ghaith Ms Cheng Siew Goh Dr Hagir Hakim Professor Duncan Hand Dr Amos Haniff Frankie Hulme Dr Dave Jenkins Professor Ammar Kaka Dr Britta Kalkreuter Dr Ruhul Khandaker Ms Emily Lucy King Ms Elizabeth Lau Dr Helen Lewis	Dr Min-Hsui Liao Dr Bill MacPherson Sai Vishnu Majji Ganeswara Rao Professor Julian Malins Professor Heather McGregor Dr Ruairaidh Mcintosh Mr Lee Miles Dr Airil Yasreen Mohd Yassin Dr Marlene Muller Dr Gillian Murray Dr Mehdi Nazarinia Dr Mutasim Nour Mr Larry O'Brien Dr Sandhya Patidar Professor Garry Pender Dr Joanne Porter Mr Peter Ridges Dr Rabee Rustum Dr Chris Rutherford Dr Christian Saemann Professor John Sawkins Professor Mathini Sellathurai Dr Katerina Strani Mr Syed Uzai Dr Kathryn Waite Professor Fiona Waldron Dr Anke Wiese Dr Tze Chuen Yap Dr Hind Zantout
In Attendance:	Professor Martha Caddell Ms Lucy Everest Mr Mark Hamid (Clerk) Dr Maggie King	Mr John McDermott Ms Ruth Moir Ms Kirsty Scanlan Mr Paul Travill
Apologies:	Dr Euan Brown Dr Paul Dalgarno Dr Kirin Hilliar Dr Craig Kennedy Dr Aude Le Guennec Dr Hani RagabHassen	Professor Beatrice Pelloni Professor Vicki Stone Professor Gillian Thomson Dr Marion Winters Sheila Williams

MINUTE REF

ACTION BY

ACTION  
DATE

**M21/43**

### **WELCOME AND ANNOUNCEMENTS**

The Principal welcomed the Senators and others participating in the meeting, including the many new Senators who had been elected to join the Senate from 01 August, and made particular mention of the new student representatives who had joined the Senate upon taking up office during the summer.

The Principal noted that Mark Hamid ([m.hamid@hw.ac.uk](mailto:m.hamid@hw.ac.uk)) had been appointed to be the Clerk of Senate, in succession to David Meighan. The University Secretary gave an update on ongoing work to induct new Senators and fill a number of vacancies on Senate committees.

RJM

Sep 21

The apologies for absence were noted.

**M21/44            MINUTES OF THE PREVIOUS MEETING**

**Received**        The Senate **received** the minutes of the meeting held on 16 June 2021.  
**Approved**        The Senate **approved** the minutes as a correct record.

**M21/45            ACTION LOG [Paper: SEN/21/28] AND MATTERS ARISING**

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

**M21/46            REPORT FROM THE PRINCIPAL AND VICE-CHANCELLOR**  
**[Paper: SEN/21/29]**

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

**Noted**            The Senate **noted** five key points from the report:

1. The importance of ongoing development of stronger leadership and institutional position with regard to our global environmental strategy, as approved by the Court, and on which Senate engagement would be sought, and the promotion of work within the University to achieve a fossil-free society within a generation;
2. News of the anticipated announcement of the UK Spending Review in October which was expected to include a three-year settlement for research funding. There was an expectation that that much of this will be levered by business, with a consequential need to expand and deepen relationships with business and with government agencies for the purposes of research, innovation, educational partnership, development of talent through upskilling and to provide opportunity for internships and career development;
3. The importance of the University's distinctive position as global institution which promotes the flourishing of students and the academic community. The need to develop the distinctiveness of the student offer (at all levels including the experience of research students) remained important, together with the focus on the Student Partnership Agreement and working with the Student Representative Bodies across all campuses;
4. The recent publication of the Scottish Funding Council of its review into the Coherence and Sustainability of Tertiary Education and Research. The Scottish Government was expected to give its views on the review soon after and the Principal anticipated he would have further discussions with ministers about this. The review presented key opportunities to influence the future agenda and thought particularly around relationships with FE, enterprise, and demonstrating that Universities provide talent and skills that businesses need; and
5. The University's ongoing bicentenary celebrations, to include the inauguration of the Chancellor on 15 October and an event to mark the 200th anniversary of the first lecture in St Cecilia's Hall on 16 October; a major online Global Celebration was also planned and an international online conference celebrating the Mechanics Institute bicentenary. The University's 1821 Appeal for access and inclusion had raised £3m of its £4m target.

**M21/47**      **REVIEW OF ACADEMIC ARCHITECTURE [Paper: SEN/21/30]**  
**Received**    Under the Strategic Theme *Pioneering in Education*, the Senate **received** and **considered** a presentation, led by the Deputy Principal (Education and Student Life), and supported by the Head of Academic Quality, on the progress of the Review of Academic Architecture. The presentation is available on the [Senate SharePoint site](#).

**Noted**        The Senate **noted** the objectives of the consultation on Academic Architecture within the context of supporting the University Strategy, which the project seeks to enable in collaboration with the development of Digital Transformation and Institutional Culture. The project looks to deliver improved flexibility, student choice, interdisciplinary learning, vocational learning and to address internal inefficiencies by combining opportunities and challenges and have been informed by staff and student input from the outset and guided the development of six key principles.

The Senate noted the six key elements of the programme architecture framework (PAF) and its proposed application for the structure of undergraduates and postgraduate programmes.

The Senate noted possible models for the structure of the academic year, including: a semester model, a "semester plus" model, and a trimester model. It was noted that many students have other commitments during the summer which enrich their student experience, while others use the time to earn money in order to support their studies. Concern was expressed that reduced leave time and eleven-week semesters (reduced from twelve) might have detrimental impact on the student experience and affect the demand on student services. It was also noted that the trimester model is already in use successfully in some parts of the University.

It was suggested that consultation on the best approach should take the widest possible form, incorporating the views of professional services and considering the overall staffing commitment which would be required to deliver the new approach. The Principal concluded the discussion by noting consensus that the review should aim to delivery flexibility and choice going forward.

**M21/48**      **ACADEMIC YEAR 2021/22**  
**Received**    Under the Strategic Theme *Pioneering in Education*, the Senate **received** and **considered** a presentation, introduced by the Vice Principal & Provost, on arrangements and priorities for the new academic session. The presentation is available on the [Senate SharePoint site](#).

**Noted**        The Vice-Principal and Provost focussed his remarks on the most recent academic year and the challenges which the University now faces, particularly on account of the ongoing coronavirus emergency. He stressed the importance of the Annual Planning 2.0 process and work to promote Flourishing Communities. He noted the role of investment in delivering Strategy 2025, and the investment of £250k over two years into a Pandemic Recovery Fund.

The Deputy Principal (Education & Student Life) focussed on the work of the Learning and Teaching Academic Year Group (LTAYG) to address the coronavirus emergency. He noted its particular focus on timetabling, communications, migration to Canvas and induction issues, and its

continuing work to support student progression and student experience, and the delivery of increasing in-person teaching.

The Deputy Principal (Enterprise & Business) focussed on Excelling in Research and Enterprise, noting recent excellence in research had delivered a significant increase in the value of research grant awards to the University. This has supported the approval of significant investment in research over the next three years.

The Global Chief Operations Officer focussed on student recruitment, student and academic support, and Digital Transformation. Most recent figures have indicated strong levels of student recruitment, particularly in Dubai and the School of Social Sciences incorporating the Edinburgh Business School. Efforts to support students at the commencement of the academic year have proved successful, and Digital Transformation is proceeding with the roll out of the Global Curriculum Management System, Canvas, and ERP HR and Finance.

The Principal noted the Senate's appreciation for these updates.

**M21/49                    SENATE ARRANGEMENTS 2021/22 [PAPER: SEN/21/31]**

**Received**            The Senate **received** and **considered** a paper from the University Secretary which proposed future arrangements for meetings of the Senate and its committees in the forthcoming academic year.

**Noted**                    The Senate **noted** that the approach set out in the paper reflected on Senators' feedback and desire for a good balance of strategic and more operational matters. As a result the main proposal is that meetings should continue to take place online, particularly as this allows for global engagement on an equal footing.

Senators, in welcoming the approach, made a number of suggestions which they felt might support increased collaborative working: it was suggested that further engagement from Senators could be achieved through the use of moderated discussion boards outside of meetings, and some Senators wished to highlight the view that an online medium is more effective for some meetings than it is for others, and their desire to ensure that the approach ensured effectiveness across all contexts.

**M21/50                    ANNUAL INSTITUTIONAL REPORT TO THE SCOTTISH FUNDING COUNCIL [PAPER: SEN/21/32]**

**Received**            The Senate **received** and **considered** a report presented by the Deputy Principal (Enterprise and Business) which sets out the University's institutional-led quality review and enhancement work to the Scottish Funding Council (SFC). The report is an annual condition of the University's relationship with the SFC and is considered by the Senate in advance of final approval by the Court.

**Noted**                    Senators **noted** that the report had been approved by the University Committee for Learning and Teaching on 08 June and the University Committee for Quality and Standards on 30 June. The Chair invited Senators to make comments and, hearing none, advised that further comments could be made to the Deputy Principal outside of the meeting, if desired.

**Endorsed**            The Senate **endorsed** the report for consideration by the Court at its next meeting.

**M21/51**      **ORDINANCES AND REGULATIONS COMMITTEE: REPORT OF MEETINGS ON 7 JUNE AND 23 AUGUST 2021 [PAPER: SEN/21/33]**  
The Senate considered the Report of the Ordinances and Regulations Committee's (ORC) for its two most recent meetings.

**Noted, Approved, Endorsed**      Senators **noted** the report and, in the terms therein stated, **approved** Regulation A8 and **endorsed** Ordinance Q1 for consideration by the Court at its next meeting.

**M21/52**      **SENATE COMMITTEE FOR INTERIM BUSINESS AND EFFECTIVENESS (SCIBE): REPORT OF MEETING HELD ON 24 AUGUST 2021 [PAPER: SEN/21/34]**

**Received Notes**      The Senate **received** and **noted** the report, as presented by the Principal, the Chair of the Committee, of business that SCIBE had conducted, by meeting and correspondence, since the previous meeting of the Senate.

**Noted**      In considering the report the Senate **noted**, in particular, some matters that SCIBE had conducted on its behalf or under delegated authority:

- a. that the Semester 1 Examination Diet (December 2021) be conducted in the take-home format only (except in certain limited circumstances), with a return to timed exams (also in open book format) in subsequent semesters;
- b. the appointment of Dr Kathryn Waite as Associate Dean (Arts, Humanities & Social Sciences) to support the Dean (Arts, Humanities & Social Sciences), Professor Arthur;
- c. the re-appointment of Dr Fadi Ghaith to membership of the Pro-Chancellor Selection Committee;
- d. the conferral of the title Professor Emeritus on Professor Gavin Gibson; and
- e. the conferral of visiting professorships on two people.

**M21/53**      **UNIVERSITY COMMITTEE FOR QUALITY AND STANDARDS: MINUTES OF MEETING HELD 30 JUNE 2021 [PAPER: SEN/21/36]**

**Received Noted**      The Senate **received** and **noted** the report of business conducted at its most recent meeting. All items in the report were presented for information.

**M21/54**      **UNIVERSITY COMMITTEE FOR RESEARCH AND INNOVATION: MINUTES OF MEETINGS HELD 27 MAY 2021 [PAPER: SEN/21/37]**

**Received Noted**      The Senate **received** and **noted** the report of business conducted at its most recent meeting. All items in the report were presented for information.

**M21/55**      **DATES OF FUTURE MEETINGS**

**Noted**      The Senate **noted** the dates of its future meetings:

- Wednesday 24 November 2021
- Thursday 27 January 2022
- Wednesday 27 April 2022
- Thursday 16 June 2022
- Wednesday 21 September 2022

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

Heriot-Watt University

## THE SENATE

Minutes: 24 November 2021

In the Chair:	Professor Richard A Williams, Principal and Vice-Chancellor	
Members also Present:	Dr Çakil Agnew Dr Ross Alexander Professor Scott Arthur Professor Lynne Baillie Dr Euan Brown Dr Keith Brown Dr Linda Buchan Dr Jim Buckman Dr David Cavallaro Professor Malcolm Chrisp Ms Hannah Copeland Dr Paul Dalgarno Professor Dugald Duncan Dr Tom Farrington Dr Fadi Ghaith Ms Cheng Siew Goh Dr Amos Haniff Dr Kirin Hilliar Dr Dave Jenkins Dr Helinor Johnston Professor Ammar Kaka Dr Britta Kalkreuter Dr Ruhul Khandaker Ms Emily Lucy King Dr Helen Lewis Dr Bill MacPherson Mr Sai Vishnu Majji Ganeswara Rao Professor Julian Malins Professor Heather McGregor	Dr Ruaraidh Mcintosh Mr Lee Miles Dr Airil Yasreen Mohd Yassin Dr Marlene Muller Dr Gillian Murray Dr Mehdi Nazarinia Dr Mutasim Nour Mr Larry O'Brien Dr Sandhya Patidar Professor Beatrice Pelloni Professor Garry Pender Dr Joanne Porter Dr Hani Ragab Hassen Dr Rabee Rustum Mr Peter Ridges Dr Rabee Rustum Dr Chris Rutherford Dr Christian Saemann Professor John Sawkins Professor Vicki Stone Dr Katerina Strani Mr Syed Uzai Dr Kathryn Waite Professor Fiona Waldron Dr Anke Wiese Dr Marion Winters Dr Tze Chuen Yap Dr Hind Zantout
In Attendance:	Ms Lucy Everest Mr Mark Hamid (Clerk) Ms Ruth Moir Mr Kieran Robson Renner	Ms Kirsty Scanlan Mr Paul Travill Ms Sheila Williams
Apologies:	Professor Mushtak Al-Atabi Professor Mark Biggs Professor Martha Caddell Ms Sue Collier Dr Paul Dalgarno Ms Elaine Collinson	Dr Craig Kennedy Dr Maggie King Dr Aude Le Guennec Dr Min-Hsui Liao Dr Bill MacPherson

MINUTE REF

**M21/56**

### **WELCOME AND ANNOUNCEMENTS**

The Principal welcomed the Senators and others participating in the meeting. He extended a particular welcome to the student representatives who had agreed to present the Student Partnership later in the meeting with Kieran Robson Renner, Quality Enhancement Officer.

The apologies for absence were noted.

ACTION BY

ACTION  
DATE

**M21/57 MINUTES OF THE PREVIOUS MEETING**

**Received** The Senate **received** the minutes of the meeting held on 16 June 2021.  
**Approved** The Senate **approved** the minutes as a correct record, subject to a minor adjustment.

**M21/58 ACTION LOG [Paper: SEN/21/37] AND MATTERS ARISING**

**Received** The Senate **received** and **noted** the Action Log that had been updated since the previous meeting. The University Secretary noted the matters arising and highlighted that Senators were actively encouraged to submit agenda items and suggestions about the format of Senate meetings. She highlighted that two Senate Induction sessions were scheduled to take place in the following week, with further induction opportunities being considered in the following semester. It was noted that work to accommodate Foundation Programme staff within the franchise for Senate [M20/71] was ongoing and that the Senate would continue to be updated, and that the appointments to the Senate's committees [M21/43] were to be considered under Agenda Item 4.1.

There were no further matters arising.

**M21/59 REPORT FROM THE PRINCIPAL AND VICE-CHANCELLOR [Paper: SEN/21/38]**

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

The Principal acknowledged the impact the pandemic continues to have on people's lives and the concerted effort of staff working together to continue to deliver on the University's mission. He noted his impression from visiting the Dubai campus that there are encouraging signs the community is embracing "the new normal" and that the Malaysia campus is also moving forward in line with locally-imposed government restrictions. In Edinburgh many staff have been returning to work on campus. The Principal indicated his concern that the Scottish Government's restrictions on the higher education sector are unduly impacting Scottish students as a community, and affirmed that he remained mindful of the need to balance the health and wellbeing of students and staff with the need to push for further reopening to restore the student experience.

The Principal reiterated the University's commitment to become fossil-free within a generation, and noted the appointment of key senior staff to support this work. The Principal continued by providing an update from his ongoing visit to Dubai. He noted the success being celebrated through graduations - which have brought delight to students, their families, and staff - and the work of the ESTEEM House to develop fully sustainable living in the desert environment. He offered his congratulations to all staff involved and noted that three medals in platinum had been awarded to co-ordinators of the project.

**Noted** The report was **noted** by the Senate.

*Agenda Item 2:2 was taken at this time.*

**M21/60 REVIEW OF ACADEMIC ARCHITECTURE PROGRESS REPORT**

**Received** Under the Strategic Theme *Globally Connected and Pioneering in Education*, the Senate **received** and **considered** a presentation, led by the Deputy Principal (Education and Student Life), on the progress of the

Review of Academic Architecture. The presentation is available on the [Senate SharePoint site](#).

**Noted**

The Senate **noted** that the process remained in the consultation phase and that no firm proposals had been produced, together with the intention that a full report would be prepared before the commencement of Semester 2 and returned to Senate following consideration by the University Committee for Learning and Teaching.

In summarising the information presented, the Deputy Principal (Education and Student Life) highlighted trends within the data collected, with staff mainly focussing on the changes being considered for the academic year: it had become clear that there was no support and indeed major concerns about a trimester approach; suggestions had been received to reduce the number of teaching and assessment weeks or alter semester start dates. In contrast, students had mainly focussed on programme architecture and were keen to have flexibility to participate in placements, micro-credentials and options outwith school on a cross-campus basis; opportunities to participate in the Go Global programme for shorter lengths of time than a semester or year had been a recurring theme.

The Principal noted the thanks of the Senate for the report and invited Senators to comment. Further reassurances were sought about the timeline and process for the conclusion of the review; the data which would be shared; and the management of its implementation within the context of existing change which had been imposed due to COVID and which many within the University community had found challenging.

The Deputy Principal (Education and Student Life) explained that a synthesis of responses would take place in the immediate short term which would be analysed to create the consultation report. The report will aim to set out the views heard and how they have informed the review's approach to give an honest, true and fair representation of views articulated without presenting every primary response; if more context is required this will be provided upon request. The Deputy Principal (Education and Student Life) reassured the Senate that the review was being conducted in accordance with the University's governance processes and that the reporting arrangements to Senate had been suitably rigorous. Ultimately the proposals drawn from the consultation will inform the timeframe for delivery, with a key deadline being the meeting of the University Committee for Learning and Teaching on 19 January 2022.

**M21/61**

**STUDENT PARTNERSHIP AGREEMENT [PAPER SEN/21/39]**

**Noted**

The Senate **noted** the new Student Partnership presented by the Quality Enhancement Officer and the three Student Union presidents. The new agreement set out the importance of partnership working through a global approach, which could be tailored to be implemented appropriately in each of the University's campuses as part of the One Watt community.

It was noted that the academic portions of the agreement retained many of the previous year's objectives and sought to deliver these in spite of the setbacks and challenges of the pandemic. The importance of timely feedback and encouraging feedback loops was stressed, as well as communication with students to manage the student experience. The agreement seeks to strengthen students' academic representation and to understand and close the award gap. The community elements of the agreement commit to building a sustainable future, with a focus on campus recycling, building flourishing global learning communities including globally connected clubs, and supporting the return to campus; other goals included the development of the Heriot Watt award and celebrating the University's diverse communities. The third key element



of the agreement, Wellbeing, seeks to create safe places and safe spaces, including by the delivery of a cyber harassment policy; it also sets out goals to enhance personal tutoring, and to tackle stigma and taboo.

The Senate noted that the delivery of the partnership would be monitored by regular monthly meetings with key stakeholders. Senators were interested to understand the plans which had been developed to communicate the agreement within the University to ensure that it is embraced widely and within relevant Senate committees and Annual Planning 2.0 work. It was noted that a SharePoint site will be available with documents, papers and presentations, and that the Quality Enhancement Officer should be approached with any specific queries about engagement and communications.

The Chair endorsed this approach and agreed to keep the agreement under consideration for further discussion at future meetings of the Senate.

**M21/62**

### **SEMESTER TWO PREPARATIONS**

**Noted**

The Senate **noted** [a presentation](#) from the Global Academic Registrar, on preparations being made to address challenges expected to effect Semester 2 of 2021/22, which would include changes to the exam format and other arrangements to support staff and students facing challenging circumstances. In their comments, Senators noted that the return to shorter exams was a welcome development and welcomed attempts to address the challenges of offering timed exams across the University's three time zones. It was noted that the University must comply with directives from the Scottish Government about activities on campus, although there was some flexibility in directives to ensure that the student experience and the safety of all members of the University community is assured going forward. Senators were encouraged to raise any School-level issues with the appropriate Director of Learning & Teaching in the first instance.

**M21/63**

### **UPDATE ON ERP AND CHANGES IN PROFESSIONAL SERVICES**

**Noted**

The Senate **noted** [a presentation](#) from the Global Chief Operating Officer on the implementation of ERP and changes in Professional Services. It was noted that the ERP programme was now live for Waves 1 and 2, with a partial commencement of Wave 3; challenges prevented in the financial aspects of Wave 2 were being address in real time. A matrix structure is being introduced for professional services, with senior members of staff working collaboratively to effectively deliver key priorities.

The Chair noted the Senate's thanks for the presentations received and affirmed the potential benefits for the University of addressing the challenges it faced in the present as efforts now would yield lasting benefits over time. It was agreed that the Senate would receive a projected timeline for the remaining work and be kept informed of developments.

**LE**

**M21/64**

### **SENATE COMMITTEE FOR INTERIM BUSINESS AND EFFECTIVENESS (SCIBE): REPORT OF MEETING HELD ON 15 NOVEMBER 2021 [PAPER: SEN/21/40]**

**Received Notes**

The Senate **received** and **noted** the report, as presented by the Principal, the Chair of the Committee, of business that SCIBE had conducted, by meeting and correspondence, since the previous meeting of the Senate.

**Noted**

In considering the report the Senate **noted**, in particular, some matters that SCIBE had conducted on its behalf or under delegated authority:

- a. the adoption of a proposed, revised format of examinations in academic year 2021/22, as part of the steps being taken by the

- University to mitigate the ongoing impact of external uncertainties, such as arising from the pandemic;
- b. the composition of an Appointment Committee for Professors, Net Zero Carbon, in the School of Engineering and Physical Sciences;
  - c. an amendment to the composition of a Selection Committees for the Head of School of Engineering and Physical Sciences;
  - d. the conferral of a number of Honorary and Visiting titles;
  - e. a recommendation to the University Court that it appoint Prof. Igor Guz as Head of the School of Engineering & Physical Sciences;
  - f. the application of Regulation A10 for the remainder of the 2021/22 academic year to address any exceptional circumstances which may arise (such as from the pandemic);
  - g. the conferral of a number of Degrees and other awards as noted by the Academic Registry;
  - h. the appointment of a number of Senators to membership of the committees of Senate for the period 01 August 2021 to 31 July 2024 (provided the appointees remain Senators during that period), viz.:
    - Dr Dave Jenkins and Dr Katerina Strani to the University Committee for Research & Innovation (UCRI);
    - Prof. Scott Arthur, Dr Amos Haniff, Dr Helen Lewis, Dr Ruaraidh McIntosh, Dr Marion Winters and Ms Cheng Siew Goh to the Research Degrees Committee (RDC).
    - Dr Craig Kennedy and Dr Marion Winters to the University Discipline Committee (UDC);
    - Dr Çakil Agnew to the University Committee for Quality & Standards (UCQS);
    - Mr Peter Ridges, Dr Amos Haniff, Dr Kirin Hilliar and Dr Hani Ragab Hassen to the University Studies Committee (USC); and
    - Mr Peter Ridges to the Ordinances & Regulations Committee (ORC).
  - i. the appointment of a number of staff drawn from the Schools to membership of the committees of Senate for the period 01 August 2021 to 31 July 2024, viz.:
    - Dr Andrew MacLaren, Dr Bing Xu, Dr Florence Chiao Mei Choong, Dr Gule Saman, Miss Emily Quinn, Mr Bruce Roberts, Dr Anatoly Konechny, and Dr Hind Zantout to the University Studies Committee; and
    - Ms Yasmine Neilsen, Dr Marlene Muller, and Dr Mehdi Nazarinia to the University Discipline Committee.

The Senate **approved** the SCIBE's recommendation that Dr Fadi Ghaith be appointed to membership of the SCIBE for the period 01 August 2021 to 31 July 2024.

**M21/65 UNIVERSITY COMMITTEE FOR LEARNING & TEACHING: REPORT OF MEETINGS ON 08 JUNE AND 02 & 16 SEPTEMBER 2021 [PAPER: SEN/21/41]**

**Received** The Senate **received** and **noted** the report of business conducted at its recent meetings. All items in the report were presented for information.  
**Noted**

**M21/66 UNIVERSITY COMMITTEE FOR QUALITY AND STANDARDS: MINUTES OF MEETING HELD 22 SEPTEMBER 2021 [PAPER: SEN/21/42]**

**Received** The Senate **received** and **noted** the report of business conducted at its most recent meeting. All items in the report were presented for information.  
**Noted**

**M21/67 UNIVERSITY COMMITTEE FOR RESEARCH AND INNOVATION: MINUTES OF MEETINGS HELD 26 AUGUST 2021 [PAPER: SEN/21/43]**

**Received** The Senate **received** and **noted** the report of business conducted at its  
**Noted** most recent meeting. All items in the report were presented for  
information.

**M21/68 ANY OTHER BUSINESS**

**Noted** The Senate **noted** the forthcoming retirement of Prof. Garry Pender,  
Deputy Principal for Research and Innovation, at the end of 2021 and its  
thanks to him for his many years of service to the University.

**M21/69 DATES OF FUTURE MEETINGS**

**Noted** The Senate **noted** the dates of its future meetings:

- Thursday 27 January 2022
- Wednesday 27 April 2022
- Thursday 16 June 2022
- Wednesday 21 September 2022

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

Heriot-Watt University

## THE SENATE

Minutes: 27 January 2022

In the Chair:	Professor Richard A Williams, Principal and Vice-Chancellor	
Members also Present:	Mr Benedict Aduomahor Dr Çakıl Agnew Professor Mushtak Al-Atabi Professor Scott Arthur Professor Lynne Baillie Professor Mark Biggs Dr Keith Brown Dr Jim Buckman Ms Elaine Collinson Ms Hannah Copeland Dr Paul Dalgarno Professor Dugald Duncan Dr Fadi Ghaiith Ms Cheng Siew Goh Professor Duncan Hand Dr Amos Haniff Dr Kirin Hilliar Professor Dave Jenkins Professor Helinor Johnston Professor Ammar Kaka Dr Craig Kennedy Ms Emily Lucy King Dr Helen Lewis Dr Min-Hsui Lao Dr Helen Lewis Dr Bill MacPherson Mr Sai Vishnu Majji Ganeswara Rao Professor Julian Malins Professor Mercedes Maroto-Valer Professor Heather McGregor Dr Ruairaidh Mcintosh	Professor Steve McLaughlin Mr Lee Miles Dr Airil Yasreen Mohd Yassin Dr Marlene Muller Dr Gillian Murray Dr Mehdi Nazarinia Dr Mutasim Nour Mr Larry O'Brien Dr Sandhya Patidar Professor Beatrice Pelloni Mr Larry O'Brien Dr Sandhya Patidar Professor Beatrice Pelloni Dr Joanne Porter Dr Hani Ragab Hassen Mr Peter Ridges Dr Rabee Rustum Dr Chris Rutherford Dr Christian Saemann Professor John Sawkins Professor Vicki Stone Dr Katerina Strani Professor Gill Thomson Mr Syed Uzai Dr Kathryn Waite Professor Fiona Waldron Dr Anke Wiese Dr Marion Winters Dr Tze Chuen Yap Dr Hind Zantout
In Attendance:	Professor Martha Caddell Ms Aoife Clarke Ms Lucy Everest Mr Mark Hamid (Clerk) Dr Maggie King Ms Ruth Moir	Mr Fraser Muir Ms Kirsty Scanlan Mr Paul Travill Ms Sheila Williams Professor Dennis Wong Mr Iain Young
Apologies:	Dr Ross Alexander Dr Euan Brown Dr Linda Buchan	Professor Malcolm Chrisp Dr Jose M Conde

MINUTE REF  
**M22/01**

### WELCOME AND ANNOUNCEMENTS

ACTION BY

ACTION  
DATE

The Principal welcomed the Senators and others participating in the meeting. He extended a particular welcome to Professor Steve McLaughlin, Deputy Principal (Research and Impact), and Professor Mercedes Maroto-Valer, Deputy Principal (Global Sustainability), on their respective appointments to the Senate *ex officio*.

**M22/02** The apologies for absence were noted.  
**MINUTES OF THE PREVIOUS MEETING**  
**Received** The Senate **received** the minutes of the meeting held on 24 November  
**Approved** 2021 and noted an adjustment to M21/63 *Update on ERP and Changes in Professional Services*. The adjusted minutes were **approved** as a correct record of the meeting.

**M22/03** **ACTION LOG [Paper: SEN-22-01] AND MATTERS ARISING**  
**Received** The Senate **received** and **noted** the Action Log that had been updated  
**Noted** since the previous meeting. It was agreed that the actions arising from M21/09 would be removed as these were now incorporated into the Senate's culture of operations as standard practices.

There were no further matters arising.

**M22/04** **REPORT FROM THE PRINCIPAL AND VICE-CHANCELLOR**  
**[Paper: SEN-22-02]**  
**Received** The Senate **received** a report from the Principal, providing a summary of the University's progress and achievements, according to key strategic themes, as well as details of other developments made in the wider Higher Education sector.

The Principal expressed his satisfaction that staff and students from across the University were returning to campus as pandemic restrictions were relaxed. He offered his congratulations to those whose achievements were noted in the report. He highlighted the importance of ongoing work to promote sustainable growth and to progress the Global Environmental Sustainability Strategy. He also noted the challenging times ahead for the higher education sector financially, with Scottish fee income and capital funding likely to be constricted and a projected cut in real terms income going forward.

The Principal reminded Senators that they are invited suggest topics for the Senate and its joint meetings with the Court. He noted the focus, in the medium term, on academic architecture and development, and encouraged any Senator wishing to suggest items of business to notify him via his office or by emailing the Clerk.

All

**Noted** The report was **noted** by the Senate.

**M22/05** **REVIEW OF ACADEMIC ARCHITECTURE PROGRESS REPORT**  
**Received** The Senate **received** a report on the consultation on Academic Architecture presented by the Deputy Principal (Education & Student Life). This was introduced by [a presentation](#) from Dr Maggie King, Head of Academic Quality. The presentation set out the main phases of the consultation and the six principles which have underpinned the process. Responses from staff, while varied, demonstrated a focus on the structure of the academic year, while student responses focussed more on programme structure and opportunities for flexibility in their studies.

**Noted** The Senate noted the report from the Deputy Principal (Education & Student Life) that he regretted that initial engagement with the consultation process had, in some cases, produced behaviours from participants which were not in line with the Heriot-Watt Values.

The Principal thanked all those who had contributed to the report and the consultation was commended for the tremendous endeavour and thoroughness that had delivered the consultation report.

**Noted** It was noted that the consultation had affirmed the wide variety of views and practices across the University and that it would be beneficial to continue the process of engagement, particularly with potential students, including those accessing higher education from disadvantaged backgrounds. It was highlighted that 40% of students work from home and 70% pay their own fees.

It was noted that the report emphasised key points about development of student personas which are currently being surveyed and can be shared with the Senate in due course.

**Noted**

A concern was raised that the desire to promote cross-campus mobility may hamper the University's efforts to be more environmentally sustainable.

The Principal reiterated his thanks to the leadership of the consultation and all members of the University community for their engagement.

The report was **noted** by the Senate.

**M22/06 APPOINTMENT OF PROVOSTS IN DUBAI AND MALAYSIA [PAPER SEN-22-04]**

**Received** The Senate **received and considered** a paper proposing the appointment of Professor Heather McGregor to the post of Provost and Vice-Principal (Dubai) from 1 September 2022 to 31 August 2027 and the re-appointment of Professor Mushtak Al Atabi to the post of Provost and Vice-Principal (Malaysia) for a further five-year term.

The Principal noted that Professor Al-Atabi is eligible to be re-appointed for a further 5 year term as Provost (Malaysia).

The Principal also recorded thanks to Professor Kaka for his 13 years' service as Provost.

The Principal presented Professor Heather McGregor as the proposed candidate for Provost (Dubai), noting certain additions to her recent curriculum vitae. In response to a Senator's question about the recruitment process, it was noted that this position was advertised by an external recruitment agency and attracted thirty applications. It was also noted that the appointments would require to be approved by Court and, in the case of the re-appointment in Malaysia, be subject to the approval of the Malaysian Ministry of Higher Education.

The Senate **agreed to recommend** to the Court that it approves the appointment of Professor McGregor and the reappointment of Professor Al-Atabi in the terms set out.

**Agreed  
M22/07**

**UPDATE ON GLOBAL FOUNDATION COLLEGE**

**Noted**

The Senate **noted** [a presentation](#) from Professor Dennis Wong, Deputy Provost (Malaysia), on proposals to develop a Global Foundation College and establish the same as a Primary Academic Unit (PAU); a formal proposal for establishment would be brought forward to the next meeting of the Senate for its recommendation to Court in the current academic year.

The report highlighted the opportunities that the new PAU would afford to increase recruitment and widen access. It would also provide an academic home for the staff involved in Foundation Programme development and delivery.

Commenting on the presentation, one Senator asked if the new PAU would generate competition with other institutions within the UK higher education sector. It was noted that there might be some overlap with international foundation pathways and foundation years in England, but that in the Scottish market the intention was to compliment the work of further education colleges rather than compete with them. Clarification was sought around the effect of the development on the ranking of the University in Malaysia and Professor Wong agreed to address this. It was noted that the new PAU could offer an opportunity to promote carbon literacy.

**M22/08      SENATE EFFECTIVENESS REVIEW OUTCOMES  
RECOMMENDATIONS [PAPER: SEN-22-05]**

**Noted**      The Senate **noted** a paper presented by the University Secretary on the Senate's on-going review of its effectiveness. The report, which was compiled following a survey of Senators, indicated that most participants felt the Senate was either very or quite effective. It was particularly noted that the induction sessions were well received, and that the intention was to repeat this in the second semester. Work will be progressed to improve inclusiveness, and to improve awareness and communication.

In response to Senator's comments, it was noted that the use of MS Teams had offered the opportunity for business to be more open and inclusive; the desire for opportunities for Senators to meet again in person was also recognised. The possibility of meetings and workshops on individual campuses was discussed. The Principal thanked all those who had engaged in the review process and noted the ongoing commitment to ensuring that the Senate's operations continue to evolve appropriately.

**Agreed**      The Senate **agreed** to report to the Court that overall it is content that it is effective in fulfilling its remit, and to adopt the other recommendations set out in the paper.

**M22/09      SENATE COMMITTEE FOR INTERIM BUSINESS AND  
EFFECTIVENESS (SCIBE): REPORT OF MEETING HELD ON 17  
JANUARY 2022 [PAPER: SEN-22-06]**

**Received  
Notes**      The Senate **received** and **noted** the report, as presented by the Principal, the Chair of the Committee, of business that SCIBE had conducted, by meeting and correspondence, since the previous meeting of the Senate.

**Noted**      In considering the report the Senate **noted**, in particular, some matters that SCIBE had conducted on its behalf or under delegated authority:

- a. the conferral of the title of Honorary Assistant Professor on Dr Martin Youngson in recognition of his forty-two years' service in the School of Maths & Computer Sciences;
- b. consideration of the outcomes of the recent survey to inform the 'light touch' Senate Effectiveness Review;
- c. the recommendation to the Court that it approve the appointment of Professor Heather McGregor as Acting Executive Dean of the Edinburgh Business School & School of Social Sciences with effect from 1 March 2022 until 31 August 2022 (or such earlier date as the new appointee as Executive Dean of the School commences the position).

- M22/10**      **ORDINANCES & REGULATIONS COMMITTEE: REPORT OF BUSINESS CONDUCTED BY CORRESPONDENCE [PAPER: SEN-22-07]**
- Received**      The Senate **received** and **noted** the report of business conducted by  
**Noted**              correspondence and **approved** a modification to Regulation A3  
                            *Admissions* set out therein.
- M22/11**      **UNIVERSITY COMMITTEE FOR LEARNING & TEACHING: REPORT OF MEETING ON 18 NOVEMBER 2021 [PAPER: SEN-22-08]**
- Received**      The Senate **received** and **noted** the report of business conducted at its  
**Noted**              recent meeting. All items in the report were presented for information.
- M22/12**      **UNIVERSITY COMMITTEE FOR QUALITY AND STANDARDS: MINUTES OF MEETING HELD 17 NOVEMBER 2021 [PAPER: SEN-22-09]**
- Received**      The Senate **received** and **noted** the report of business conducted at its  
**Noted**              most recent meeting. All items in the report were presented for  
                            information.
- M22/13**      **UNIVERSITY COMMITTEE FOR RESEARCH AND INNOVATION: MINUTES OF MEETINGS HELD 18 NOVEMBER 2021 [PAPER: SEN-22-10]**
- Received**      The Senate **received** and **noted** the report of business conducted at its  
**Noted**              most recent meeting. All items in the report were presented for  
                            information.
- M22/14**      **ANY OTHER BUSINESS**
- Noted**              There were no further items of competent business.
- M22/15**      **DATES OF FUTURE MEETINGS**
- Noted**              The Senate **noted** the dates of its future meetings:
- Wednesday 27 April 2022
  - Thursday 16 June 2022
  - Wednesday 21 September 2022

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



Heriot-Watt University

**THE SENATE**

Minutes: 27 April 2022

- |                       |  |   |
|-----------------------|--|---|
| In the Chair:         | Professor Richard A Williams, Principal and Vice-Chancellor  |   |
| Members also Present: | Mr Benedict Aduomahor<br>Dr Çakıl Agnew<br>Professor Mushtak Al-Atabi<br>Dr Ross Alexander<br>Professor Scott Arthur<br>Professor Lynne Baillie<br>Professor Mark Biggs<br>Dr Keith Brown<br>Linda Buchan<br>Dr David Cavallaro<br>Dr Jose M Conde<br>Ms Hannah Copeland<br>Dr Paul Dalgarno<br>Dr Tom Farrington<br>Dr Fadi Ghaith<br>Ms Cheng Siew Goh<br>Professor Igor Guz<br>Dr Hagir Hakim*<br>Dr Amos Haniff<br>Dr Kirin Hilliar<br>Professor Dave Jenkins<br>Professor Helinor Johnston<br>Professor Ammar Kaka*<br>Dr Craig Kennedy<br>Dr Ruhul Khandaker*<br>Ms Emily Lucy King<br>Dr Helen Lewis<br>Dr Min-Hsui Lao | Dr Bill MacPherson<br>Mr Sai Vishnu Majji Ganeswara Rao*<br>Professor Julian Malins<br>Dr Ruaridh McIntosh<br>Dr Marlene Muller<br>Dr Gillian Murray<br>Dr Mehdi Nazarinia*<br>Dr Mutasim Nour<br>Mr Larry O'Brien<br>Dr Sandhya Patidar<br>Professor Beatrice Pelloni*<br>Dr Hani Ragab Hassen*<br>Professor Beatrice Pelloni*<br>Dr Hani Ragab Hassen*<br>Mr Peter Ridges<br>Dr Rabee Rustum*<br>Dr Chris Rutherford<br>Dr Christian Saemann<br>Professor John Sawkins<br>Professor Vicki Stone*<br>Dr Katerina Strani<br>Professor Gill Thomson<br>Mr Syed Uzair<br>Dr Kathryn Waite<br>Dr Anke Wiese<br>Dr Marion Winters<br>Dr Tze Chuen Yap<br>Dr Hind Zantout* |
| In Attendance:        | Professor Martha Caddell<br>Dr Scott Dalgarno*<br>Mr Mark Hamid (Clerk)<br>Dr Maggie King<br>Ms Ruth Moir  | Mr Fraser Muir<br>Mr Paul Travill<br>Ms Sheila Williams<br>Professor Dennis Wong<br>Mr Iain Young   |
| Apologies:            | Professor Malcolm Chrisp<br>Ms Sue Collier<br>Ms Elaine Collinson<br>Professor Dugald Duncan<br>Ms Lucy Everest  | Professor Heather McGregor<br>Professor Steve McLaughlin<br>Dr Lee Miles<br>Dr Joanne Porter<br>Ms Kirsty Scanlan   |

\* denotes partial attendance

MINUTE REF	ACTION BY	ACTION DATE
<b>M22/16</b>	<b>WELCOME AND ANNOUNCEMENTS</b>	
	The Principal welcomed the Senators and others participating in the meeting. Senate marked with a period of silence, the recent death of Mr Grant Innes, alumnus, former member and Chair of Court and great friend to Heriot-Watt. He thanked colleagues for their appreciation of Mr Innes and their support of his family in their bereavement.	
<b>M22/17</b>	<b>MINUTES OF THE PREVIOUS MEETING</b>	
	The apologies for absence were noted.	

**Received Approved** The Senate **received** the minutes of the meeting held on 27 January 2022 and **approved** them, subject to minor typographical adjustments, as a correct record of the meeting.

**M22/18 ACTION LOG AND MATTERS ARISING**

There were no outstanding actions or matters arising.

**M22/19 REPORT FROM THE PRINCIPAL AND VICE-CHANCELLOR  
[Paper: SEN-22-11]**

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

The Principal noted his recent successful trip to the United States of America, which had offered a variety of opportunities to promote the 1821 Appeal in support of widening access for students. He highlighted the work being done to support efforts around the conflict in Ukraine, and invited Senators to continue to offer advice and support for these initiatives.

He noted that the recent cyber-attack on the University had presented significant challenges and thanked staff for their alertness and praised the resilience of the University's systems, the IS Director and his team's response and approach which embraced lessons learned. He also noted that the ERP project was continuing to develop through its Foundation Stage and that challenges were being addressed, with reports being made regularly to an ERP Oversight Group established by the Court.

It was noted that the likely funding package from the Scottish Government will deliver no increase to the University in real terms, and international recruitment was likely to be challenging in key markets; work was on-going to gather data to support decision making; this will be particularly important as inflation and energy costs were continuing to rise.

Commenting on the report, Senators noted additional suggestions of support which could be offered to Ukraine, especially for displaced members of the academic community by working with CARA. The University's work with the City of Edinburgh Council to offer accommodation to families was also highlighted.

One Senator noted that he had proposed a discussion topic at Senate about the on-going USS pension dispute. It was noted that Senators are encouraged to propose agenda items to the Clerk and that the SCIBE discussed the setting of the Senate agenda. It was agreed that the Clerk would circulate the SCIBE dates so that items could be proposed in a timely way.

**Noted** The report was **noted** by the Senate.

**M22/20 ACADEMIC ARCHITECTURE AND OTHER STRATEGIC DEVELOPMENTS IN LEARNING AND TEACHING [PAPER: SCIBE-22-12]**

**Received** The Senate **received** a series of presentations, introduced by the Deputy Principal (Education & Student Life), on the consultation on Academic Architecture and other strategic developments in Learning and Teaching to place the consultation into context: first, a presentation from Dr Maggie King, Head of Academic Quality, on the Academic Architecture and structure of the academic year; second, a presentation from Prof. Martha Caddell, Director, Learning & Teaching Academy, on implementing the Learning and Teaching Strategy, globally connected teaching and the

Curriculum Framework; and Prof. Dennis Wong on the development of the Heriot Watt Award.

The presentations highlighted the importance of framing the Academic Architecture options globally, the importance of working within the access and inclusion framework, and optimisation within the context of the constraints which the University faces, and the six principles approved by the Senate.

Commenting on the report, Senators noted the importance of facilitating the essential work needed to deliver assessment diets, as well as a need for flexibility and time to prepare for reassessment over the summer. Senators also welcomed the inclusion of Semester 3 and consolidation week within the academic timetable; it was suggested that the latter could offer an opportunity for coursework submission to ensure it was used efficiently by students. The importance of engagement with the student personas which were being developed was also noted.

Senators sought assurances that communications around the agreed report would ensure wide engagement with staff, as the timeframe to deliver changes would require their commitment to the approach and appropriate resourcing.

**Noted** The presentations and feedback were **noted** by the Senate.

**M22/21 UPDATE ON GRADUATE SCHOOL**

**Received** The Senate **received** an update on the proposed Graduate School given by Dr Scott Dalgarno on behalf of the Deputy Principal for Research and Impact. He noted the challenges which the project was looking to address, and particularly the work to reflect the different experiences of the academic community across Schools and campuses, with the new School will be supported by a coordinated support team. In the medium term a working group will operate, with a dynamic membership and appropriate sub-groups to manage project delivery.

**Noted** The Senate **noted** the report with its thanks expressed by the Chair.

**M22/22 NEW PRIMARY ACADEMIC UNIT: GLOBAL FOUNDATION COLLEGE [PAPER: SCIBE-22-14]**

**Received** The Senate **received** a paper presented by the University Secretary seeking its recommendation to Court that the Heriot Watt Global College be established as a Primary Academic Unit (PAU). The Senate noted that the new College aimed to promote wider access to the University's programmes and the status of PAU would establish this work within the University's global academic management structures and provide an academic home (including Senate representation) for its staff; the College would be delivered with a partner, with the University retaining responsibility for academic delivery and the quality and standards of its awards. The role of the partner would be to provide global reach into international markets in order to achieve the ambitious growth targets.

Commenting on the report, Senators asked for further clarification about its scope and operation. It was explained that the new PAU would provide pathway programmes leading to undergraduate and postgraduate degree awards, primarily to international students, but also attracting local markets. The new Primary Academic Unit will be a global operation drawing together the staff and students engaged in Foundation

<b>Agreed</b>	Programmes in both Dubai and Malaysia and introducing new programmes to the Edinburgh Campus.
	The Senate <b>agreed to recommend</b> that the Heriot-Watt Global College be established as a Primary Academic Unit by the University Court.
<b>M22/23</b>	<b>SENATE COMMITTEE FOR INTERIM BUSINESS AND EFFECTIVENESS (SCIBE): REPORT OF MEETING HELD ON 07 APRIL 2022 [PAPER: SEN-22-15]</b>
<b>Received Notes</b>	The Senate <b>received</b> and <b>noted</b> the report, as presented by the Principal, the Chair of the Committee, of business that SCIBE had conducted, by meeting and correspondence, since the previous meeting of the Senate.
<b>Noted</b>	In considering the report the Senate <b>noted</b> , in particular, some matters that SCIBE had conducted on its behalf or under delegated authority: <ol style="list-style-type: none"><li>the conferral of the Visiting Professorship on Patrick Schotanus and Christine Douglass and Visiting Associate Professorship on Simon Godwin presented by the School of Social Sciences;</li><li>the appointment of Dr Andrew Maclaren to the City of Edinburgh Universities Joint Military Education Committee, Ms Cheng Siew Goh as a Senator member of the University Committee for Quality &amp; Standards (UCQS), Professor Tina Harrison of the University of Edinburgh as an external member of the same committee, and Dr Gregor Colville as a member appointed by the Senate of the Ordinances &amp; Regulations Committee (ORC);</li><li>the composition of Appointment Committees for the Executive Deans of the Edinburgh Business School and School of Social Sciences, of the proposed Global Foundation College, and of Maths and Computer Science;</li><li>the approval of a paper setting out the Learning and Teaching assumptions to be applied for the 2022/23 academic year, and agreed their immediate circulation to staff and students; and</li><li>the enactment of Regulation A10 Authorities in Exceptional Circumstances in respect of the commencement of hostilities in Ukraine.</li></ol>
<b>Noted and Approved</b>	The Senate also <b>noted and approved</b> amendments to proposed by the SCIBE to the to the policy and procedures for the conferral of Honorary, Visiting and Emeritus Titles.
<b>M22/24</b>	<b>UNIVERSITY DISCIPLINE COMMITTEE: ANNUAL REPORT 2020-21 [PAPER: SEN-22-16]</b>
<b>Received Noted</b>	The Senate <b>received</b> and <b>noted</b> the report of the University Discipline Committee for the preceding academic year, also noting its thanks to the Committee's members and secretariat for addressing the increased workload they had experienced as a result of the pandemic.
<b>M22/25</b>	<b>UNIVERSITY COMMITTEE FOR LEARNING &amp; TEACHING: REPORT OF MEETING ON 19 JANUARY 2022 [PAPER: SEN-22-17]</b>
<b>Received Noted</b>	The Senate <b>received</b> and <b>noted</b> the report of business conducted at its recent meeting. All items in the report were presented for information.
<b>M22/26</b>	<b>UNIVERSITY COMMITTEE FOR QUALITY AND STANDARDS: MINUTES OF MEETINGS HELD 26 JANUARY AND 24 MARCH 2022 [PAPER: SEN-22-18]</b>
<b>Received Noted</b>	The Senate <b>received</b> and <b>noted</b> the report of business conducted at its recent meetings. All items in the report were presented for information.

**M22/27 UNIVERSITY COMMITTEE FOR RESEARCH AND INNOVATION:  
MINUTES OF MEETINGS HELD 10 MARCH 2022 [PAPER: SEN-22-19]**

**Received** The Senate **received** and **noted** the report of business conducted at its  
**Noted** most recent meeting. All items in the report were presented for  
information.

**M22/28 ANY OTHER BUSINESS**

**Noted** There were no further items of competent business.

**M22/29 DATES OF FUTURE MEETINGS**

**Noted** The Senate **noted** the dates of its future meetings:

- Thursday 16 June 2022
- Wednesday 21 September 2022

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

Heriot-Watt University

## THE SENATE

Minutes: 16 June 2022

In the Chair:	Professor Richard A Williams, Principal and Vice-Chancellor	
Members also Present:	Mr Benedict Aduomahor Dr Çakıl Agnew Professor Mushtak Al Atabi* Professor Scott Arthur* Professor Mark Biggs Dr Euan Brown* Dr Keith Brown* Dr Jim Buckman Dr David Renato Cavallaro* Dr Jose M Conde Dr Paul Dalgarno Mr Ilya Dali Professor Dugald Duncan Professor Anna Fenge Dr Fadi Ghaith Ms Goh Cheng Siew Professor Igor Guz* Dr Hagir Hakim* Dr Amos Haniff Dr Kirin Hilliar Mr Sanjit Jagannath Krishnakumar Professor David Jenkins Professor Helinor Johnston Professor Ammar P Kaka* Dr Britta Kalkreuter Dr Craig Kennedy Dr Muhammad Khandaker* Ms Molly Knight	Dr Helen Lewis Dr Liao Min-Hsiu Dr Bill MacPherson Professor Mercedes Maroto-Valer Dr Ruairaidh McIntosh* Professor Steve McLaughlin Mr Lee Miles* Dr Airil Yasreen Mohd Yassin Dr Marlene Muller* Dr Gillian Murray* Dr Mehdi Nazarinia Ms Ngo Tean Shin Ms Georgia Noble Dr Mutasim Nour Mr Larry O'Brien Dr Sandhya Patidar* Professor Beatrice Pelloni* Dr Hani Ragab Hassen* Mr Peter Ridges Dr Rabee Rustum Dr Christian Saemann Professor John Sawkins Professor Mathini Sellathurai* Professor Vicki Stone Dr Katerina Strani Mr Syed Uzair Dr Anke Wiese Dr Yap Tze Chuen
In Attendance:	Professor Martha Caddell* Ms Lucy Everest Mr Mark Hamid Dr Maggie King	Ms Ruth Moir Mr Phil Rowsby* Ms Kirsty Scanlan* Mr Paul Travill
Apologies:	Dr Ross Alexander Professor Malcolm Chrisp Ms Elaine Collinson Professor Julian Malins Professor Heather McGregor Mr Fraser Muir Dr Marlene Muller	Dr Joanne Porter Dr Chris Rutherford Professor Gill Thomson Dr Kathryn Waite Dr Marion Winters Dr Hind Zantout

\* denotes partial attendance

MINUTE REF

**M22/30**

### WELCOME AND ANNOUNCEMENTS

ACTION BY

ACTION  
DATE

The Principal welcomed the Senators and others participating in the meeting, including Prof. Anna Fenge, the new Executive Dean of Heriot-Watt Global College.

The apologies for absence were noted.

**M22/31 MINUTES OF THE PREVIOUS MEETING**

**Received Approved** The Senate **received** the minutes of the meeting held on 27 April 2022 and **approved** them as a correct record of the meeting.

**M22/32 ACTION LOG AND MATTERS ARISING**

There were no outstanding actions or matters arising.

**M22/33 REPORT FROM THE PRINCIPAL AND VICE-CHANCELLOR  
[Paper: SEN-22-21]**

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

The Principal highlighted the on-going events for Celebration Week, including the events to recognise long service, equality diversity & inclusion, and philanthropy which were taking place before graduations began on 17 June. He also highlighted the recognition and awards which staff had received, and praised the teamwork which had secured many of them.

The Principal noted the success of the University's Annual Stakeholder Meeting and its hybrid model, which had supported cross-campus engagement across the University's global community.

The Principal highlighted the financial challenges which the University was looking to address over the next five years and the strategic approach which would be taken to support the delivery of learning and teaching and student recruitment. He encouraged all Senators to support these efforts as best they can.

**Noted** The report was **noted** by the Senate.

**M22/34 REVIEW OF THE ACADEMIC ARCHITECTURE:  
RECOMMENDATIONS FOR THE STRUCTURE OF THE ACADEMIC  
YEAR**

**Received** The Senate **received** presentation, introduced by the Deputy Principal (Education & Student Life) and delivered by the Head of Academic Quality, setting out final proposals for the new structure of the Academic Year following the first part of the Academic Architecture consultation. The presentation detailed the preferred option, as endorsed by the University Committee for Learning and Teaching, of the six proposals which had been devised following University-wide discussions and sought approval for its phased implementation. It was also proposed that the new approach would be reviewed after two years.

Commenting on the proposals, Senators noted that the approach would compliment the objectives of the Transforming Assessment project and a shift away from exam-based assessment. Student senators voiced their support for the proposals and the process which had devised them. One Senator asked that particular scrutiny be given to the optimisation of the consolidation week within the new structure.

**Noted** The Senate **approved** the proposals and agreed that communications and timetabling work to implement them should begin immediately.

**M22/35 UPDATE ON GRADUATE SCHOOL**

**Received** The Senate **received** an update on the proposed Graduate School given by the Deputy Principal (Research and Impact). He provided Senators with a summary the objective and scope of the working group for the

project, as well as the work which had been done to date. He encouraged all staff with an interest to engage with the chair of the working group, Dr Scott Dalgarno.

Senators noted the need for flexibility in the rules for doctoral students, and the desire that the University's approach to this should be an exemplar within the sector. It was also noted that firm proposals would be brought forward at the October 2022 meeting of the Senate.

**Noted** The Senate **noted** the report with its thanks expressed by the Chair.

**M22/36 UPDATE ON RESEARCH EXCELLENCE FRAMEWORK**

**Received and noted** The Senate **received and noted** an update from the Deputy Principal (Research and Impact) on the recent Research Excellence Framework report. He highlighted that the University had received a rating of 4 or 3\* for 86.6% of the data, and that the proportion of 4\* ratings had increased from 26% to 34%, placing the University slightly above the Scottish sector average.

**M22/37 REPORT OF THE PRO-CHANCELLOR SELECTION COMMITTEE [PAPER: SEN-22-23]**

**Received** The Senate **received** a report from the Pro-Chancellor Selection Committee proposing the appointment of Dr Raja Al Gurg as Pro-Chancellor Dubai. Senators were invited to comment, either in person or in writing to the Clerk following the meeting. The University Secretary reported that, in addition to the work of the Committee, senior staff of the University had met with Dr Raja and highlighted her passion for education, eminent record in widening access and promoting women in business in the UAE.

**M22/38 REPORT OF EXTERNAL APPOINTMENTS AND INTERNAL PROMOTIONS [PAPER: SEN-22-24]**

**Received** The Senate **received** a report on behalf of the Global Director of Human Resources noting the external appointments and internal promotions which had been made between 1 November 2019 and 30 April 2022; the University Secretary noted that the report covered an extended period of time as it had not been produced in the previous academic session due to the global pandemic.

**M22/39 ANNUAL INSTITUTIONAL QUALITY REPORT TO THE SCOTTISH FUNDING COUNCIL [PAPER: SEN-22-25]**

**Received** The Senate **received** the Annual Institutional Quality Report to the Scottish Funding Council, presented by the Deputy Principal (Education and Student Life). Senators were invited to give comments during the meeting or in writing to the Director of Academic Quality before 17 June.

**Approved** The Senate **confirmed** its assurance to the Audit and Risk Committee of the effective management of risks associated with academic standards and quality of the learning provision.

**M22/40 SENATE COMMITTEE FOR INTERIM BUSINESS AND EFFECTIVENESS: REPORT OF MEETING HELD ON 07 JUNE 2022 [PAPER: SEN-22-26]**

**Received and Noted** The Senate **received and noted** the report, as presented by the Principal, the Chair of the Committee, of business that SCIBE had conducted, by meeting and correspondence, since the previous meeting of the Senate.

In considering the report the Senate **noted**, in particular, some matters that SCIBE had conducted on its behalf or under delegated authority:



- a) the re-appointment of Dr Fadi Ghaith and the appointment of Prof. Mathini Sellathurai to the Ordinances & Regulations Committee from 01 August 2022 until 31 July 2025.
- b) the approval of a paper from the Deputy Principal (Education & Student Life) which set out the assessment planning assumptions for 2022-23 academic year and aimed to support the Academic Registry and Schools in their on-going preparations.
- c) the conferral of degrees and other awards notified by the Academic Registry.
- d) the recommendation to the Court that it appoint Dr Anna Fenge as Executive Dean of the Heriot Watt Global College (HWGC) and Prof. Angus Laing as Executive Dean of EBS & SOSS; and
- e) the appointment of four Professorial Appointment Committees.

**M22/41                    ORDINANCES AND REGULATIONS COMMITTEE: INTERIM REPORT OF MEETING HELD ON 02 JUNE 2022 [PAPER: SEN-22-27]**

**Received**            The Senate **received** and **noted** an interim report from the most recent  
**Noted and**            meeting of the Ordinances and Regulations Committee, and **approved**  
**Approved**            the amendments to Regulation A4: *Courses, Programmes and Assessment* and Regulation A5: *Academic Decision-Making Boards* set out therein.

**M22/42                    UNIVERSITY COMMITTEE FOR LEARNING AND TEACHING: REPORT OF MEETING HELD ON 04 MAY 2022 [PAPER: SEN-22-28]**

**Received**            The Senate **received** and **noted** the report of business conducted at its  
**Noted**                    most recent meeting. All items in the report were presented for  
information.

**M22/43                    ANY OTHER BUSINESS**

**Received**            The Chair noted the Senate's thanks to those members who would shortly  
**Noted**                    demit office as Senators, in particular Prof. Ammar Kaka and Prof. John Sawkins. He recorded the Senate's thanks to Prof. Kaka for his twelve years of service as Vice-Principal and Provost Dubai during which time he had overseen the significant expansion and development of the University's activities in the UAE. He also thanked Prof. Sawkins for his work as Deputy Principal (Education & Student Life), noting in particular his work with the Senate and its University Committee for Learning and Teaching, which he had transformed into a truly global and collaborative forum for staff and student engagement.

**M22/44                    DATES OF FUTURE MEETINGS**

Wednesday 21 September 2022

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