![The University of Edinburgh logo]

University Court
Raeburn Room, Old College
Monday, 6 February 2017

AGENDA

The meeting will be preceded by a presentation from Mr Chris Cox, Vice-Principal Philanthropy and Advancement, on Development & Alumni.

1   Minutes   **A1-3**
To *approve* the minute of the meeting and the note of the seminar
held on 5 December 2016 and the minute of the special meeting held
on 30 January 2017

2   Matters Arising   **Verbal**
To *raise* any matters arising

3   Principal's Communications   **B**
To *receive* an update from the Principal

4   Assistant Principal Extension   **C**
To *approve* a recommendation by the Principal

5   Policy & Resources Committee Report   **D**
To *consider* a report from the Convener of Policy & Resources
Committee

SUBSTANTIVE ITEMS

6   Student Experience Update   **E**
To *consider* an update from the Senior Vice-Principal

7   Strategic Plan Performance Measurement Framework   **F**
To *approve* a paper by the Deputy Secretary, Strategic Planning

8   Edinburgh Global Update   **G**
To *consider* an update from the Vice-Principal International

9   Finance Director's Report   **H**
To *consider* an update from the Director of Finance

10   City Deal Update   **I**
To *consider* an update from the Senior Vice-Principal

11   Core Systems Strategy   **J**
To *consider* a paper by the Chief Information Officer

12   Non-Teaching Staff Assessor Election Regulations   **K**
To *approve* a paper by the University Secretary

13   EUSA President's Report   **L**
       To _receive_ an update from the EUSA President

ITEMS FOR NOTING OR FORMAL APPROVAL

14   Committee Reports
       - Nominations Committee   **M1**
       - Knowledge Strategy Committee   **M2**
       - Senate   **M3**

15   Resolutions   **N**
       To _approve_

16   Donations and Legacies   **O**
       To _note_

17   Uses of the Seal
       To _note_

18   Any Other Business
       To _consider_ any other matters

19   Date of next meeting
       Monday, 24 April 2017

UNIVERSITY COURT

5 December 2016

[DRAFT] Minute

Present:	Mr Steve Morrison, Rector (in chair)
	The Principal, Professor Sir Timothy O'Shea
	Ms Anne Richards, Vice-Convener
	Sheriff Principal Edward Bowen
	Ms Doreen Davidson
	Dr Alan Brown
	Mr Ritchie Walker
	Professor Sarah Cooper
	Dr Claire Phillips
	Professor Elizabeth Bomberg
	Professor Alexander Tudhope
	Ms Angi Lamb
	Dr Chris Masters
	Mr David Bentley
	Dr Robert Black
	Mr Alan Johnston
	Lady Susan Rice
	Mr Alec Edgecliffe-Johnson, President, Students' Association
	Ms Jenna Kelly, Vice-President, Students' Association
In attendance:	Mr Sandy Ross, Rector's Assessor
	University Secretary, Ms Sarah Smith
	Senior Vice-Principal Professor Charlie Jeffery
	Vice-Principal Professor Dorothy Miell
	Vice-Principal Professor Jonathan Seckl
	Mr Hugh Edmiston, Director of Corporate Services
	Mr Gavin McLachlan, Chief Information Officer & Librarian to the University
	Ms Tracey Slaven, Deputy Secretary, Strategic Planning
	Mr Phil McNaull, Director of Finance
	Ms Leigh Chalmers, Director of Legal Services
	Mr Gary Jebb, Director of Estates
	Dr Ian Conn, Director of Communications and Marketing
	Mr Gavin Douglas, Deputy Secretary, Student Experience
	Ms Fiona Boyd, Head of Stakeholder Relations
	Mr Lee Hamill, Deputy Director of Finance
	Vice-Principal Professor Jane Norman (for Item 19)
	Ms Kirstie Graham, Deputy Head of Court Services
	Dr Lewis Allan, Head of Court Services
Apologies:	The Rt Hon Donald Wilson, Lord Provost of the City of Edinburgh
	Mr Peter Budd
	Ms Alison Grant

| 1 | **Minute** | **Paper A1** |
| | | **Paper A2** |

The Minute of the meeting and note of the seminar held on
26 September 2016 was approved.

| 2 | **Matters Arising** | **Verbal** |

There were no matters arising.

| 3 | **Principal's Communications** | **Paper B** |

Court noted the content of the Principal's report and the additional
information on: recent public and ceremonial events including the
November Graduation Ceremonies, with an immersive artwork display
in George Square Gardens by honorary doctorate recipient Tony
Oursler, St Andrew's Day celebrations, the Remembrance Day service
and the Christmas carol concert held at St Giles' Cathedral; a doubling
of grant income compared to the equivalent quarter last year including
the renewal of funding for the Wellcome Centre for Cell Biology and the
announcement of £8m in funding from Cancer Research UK for the
University's Cancer Research UK Edinburgh Centre; and the UK
Government's Autumn Statement, with a £2bn per annum National
Productivity Investment Fund announced.

| 4 | **Policy & Resources Committee Report** | **Paper C** |

Key items considered by the Policy & Resources Committee were
summarised, with a wide range of transformative activities underway.
An analysis of expenditure on estates projects in the previous three
years showing a net underspend of £8.8m (4.3%) and the University's
involvement in the proposal to establish the Rosalind Franklin Institute
– a national research centre at the interface between the physical,
engineering and life sciences – was welcomed.

SUBSTANTIVE ITEMS

| 5 | **Student Experience Update** | **Paper D** |

The Senior Vice-Principal thanked Court members for their
contribution to the student experience seminar held prior to the Court
meeting and presented an update on ongoing work to understand and
enhance the student experience. The importance of work to enhance
staff-student engagement and community building was noted and
communicating the 2017 National Student Survey with assistance
from EUSA was discussed.

| 6 | **Teaching Excellence Framework (TEF) Participation** | **Paper E** |

A summary of the UK Government's TEF Year 2 process and a
recommendation as to whether the University should join the scheme
was reviewed. After careful consideration of a number of Scottish-
specific factors, it was agreed that the University should not

participate in the TEF at this stage. Participation in future years of the TEF will be kept under review as the scheme evolves.

7   Strategic Planning

The Deputy Secretary, Strategic Planning, presented the following:

- **Strategic Plan 2012-16: Targets and KPIs progress report**   **Paper F1**

The annual report on progress against the targets and Key Performance Indicators (KPIs) within the Strategic Plan 2012-16 was received. Noting the volatility of the external policy environment over the period, that a review of the University's employability strategy is underway and that performance measures for the Strategic Plan 2016 will give a more balanced assessment of performance, Court agreed that the University has broadly delivered or made substantial progress against the targets and key performance indicators in the Strategic Plan 2012-16.

- **Outcome Agreement**   **Paper F2**

The proposed approach to negotiating the 2017-18 Outcome Agreement with the Scottish Funding Council was endorsed.

8   Audit & Risk Committee Annual Report   **Paper G**

The Convener of the Audit & Risk Committee presented the Annual Report to Court. Noting the unqualified opinion of the Internal and External Auditors and the review of financial controls across the University Group, Court was content that the assurances provided on the University's internal control environment were sufficiently adequate to allow approval of the University's Annual Report and Accounts.

9   Risk Management Post year Assurance Statement   **Paper H**

It was noted that no College or Support Group had reported any significant new events or material issues since the year end of 31 July 2016 which might impact on the ability of Court to approve the Annual Report and Accounts.

10   Finance

The Director of Finance presented the following:

- **Finance Director's Update**   **Paper I1**

Management Accounts for the month of October 2016, updates to the Ten Year Forecast, progress on the review of the University's financial controls and an update on revisions to the University's Staff Benefits Scheme to take effect from 1 January 2017 were noted. Contingency planning, including modelling effects of inflation and

3

volatility in relation to the valuation of the Universities Superannuation Scheme (USS), was discussed.

• **Annual Report and Accounts 2015/16**	**Paper I2**

Following scrutiny by Audit & Risk Committee and Policy & Resources Committee, the Annual Report and Accounts for the year ended 31 July 2016 were presented for approval. Highlights, including growth in revenue from £825m to £890m (excluding exceptional items), growth in student numbers from 35,255 to 37,510 and an increase in net assets from £1,864m to £1,920m, were welcomed. Court thanked all staff for their contribution towards the financial performance of the University and those involved in producing the Annual Report and Accounts.

Court approved the Annual Report and Accounts 2015/16 and authorised the Principal, Vice-Convener of Court and Director of Finance to sign the document on behalf of Court as appropriate.

• **Letter of Representation**	**Paper I3**

Court approved the Letter of Representation to provide the required declaration to the External Auditor on the information contained in the Annual Report and Accounts subject to minor typographical amendments and authorised its signing by the Principal and Vice-Convener.

• **US GAAP Management Commentary and Financial Statements 2015/16**	**Paper I4**

Court approved the US GAAP Management Commentary and Financial Statements 2015/16.

11 **Roslin Technologies**	**Paper J**

The Director of Corporate Services presented a revised business model and plan to establish Roslin Technologies Ltd – a commercialisation company to develop and commercialise Intellectual Property from the Roslin Institute and the Royal (Dick) School of Veterinary Studies. It was noted that any proceeds obtained by the University will be used to further advance its charitable purpose and that the University's share of any profit/loss made by Roslin Technologies will be consolidated in the University Group's Income & Expenditure statement.

Court approved the delegation of authority to the Director of Corporate Services to complete the commercial diligence process and finalisation of the necessary legal agreements so that the Joint Venture can be constituted, the investment received and the University take its 50% equity stake in the company and the delegation of authority to the University Secretary for signing the legal agreements.

12 Estates

The Vice-Principal Planning, Resources & Research Policy presented the following:

- **Building a New Biology**   **Paper K1**

Noting the key points from the Business Case and the £38.2m funding previously approved for the project, Court approved £43.6m funding from University Corporate Resources to complete the redevelopment of the Darwin Tower and BioHive and approved £28.6m from University Corporate Resources to complete the new Biology Biomedical Research Facility.

- **Central Bioresearch Services Estates Strategy**   **Paper K2**

Noting the benefits from consolidating Biomedical Research Facilities, Court approved the Central Bioresearch Estates Strategy.

- **Biological Research Facility at the Institute of   **Paper K3**
  Regeneration and Repair**

Noting the key points from the Business Case, Court approved £12.7m funding from University Corporate Resources to finance the Biological Research Facility at the Institute for Regeneration and Repair, to move the project to main contractor procurement and to completion on site.

- **St Leonard's Street Student Accommodation**   **Paper K4**

Court approved an agreement to enter into a 15 year Nominations Agreement for a 579 room student accommodation building at St Leonard's Street. The importance of communal spaces in student accommodation buildings and providing a range of affordable student accommodation options with leases suitable for undergraduate and postgraduate students was discussed.

13 Annual Review 2015/16   **Paper L**

Court approved nine feature articles for publication in the University's Annual Review 2015/16.

14 EUSA President's Report   **Paper M**

The EUSA President reported on activities since the last meeting, including a student referendum on the provision of 'nap pods' in the University Library; the award of grants to 133 students from widening participation backgrounds to assist with participation in student societies involving travel or specialist equipment costs; preparation for the second annual Mental Health & Wellbeing Week in late January; and the first Green Festival to celebrate sustainability at the University and in the city.

| 15 | **Court Survey** | **Paper N** |

The University Secretary presented the summary findings from the annual survey of Court members completed over the summer period. Members discussed the frequency of reviews of Court members' contributions, with the Vice-Convener and University Secretary to consider whether annual reviews and peer reviews may be appropriate. Providing additional comparative institutional benchmarking data and Court oversight of activity to enhance the student experience was also discussed.

ITEMS FOR NOTING OR FORMAL APPROVAL

| 16 | **Review of Delegated Authority Schedule** | **Paper O** |

The revised Delegated Authority Schedule was approved.

| 17 | **EUSA Democracy Review Phase 2** | **Paper P** |

Phase 2 of the EUSA Democracy Review – facilitating a change in the number and individual responsibilities of sabbatical officers, the appointment of student trustees and a change in the membership of Student Council – and accompanying changes to the Articles of Association, Sabbatical Regulations and Democracy Regulations, was approved.

| 18 | **New bank accounts** | **Paper Q** |

The establishment of two HSBC and Santander bank accounts for treasury management purposes was approved.

| 19 | **Committee Reports** | |
| | • **Exception Committee** | **Paper R1** |

The following matter approved by the Exception Committee on behalf of Court was noted: an unsuccessful bid to purchase two student accommodation blocks to subsequently lease to the Edinburgh Student Housing Co-operative.

| | • **Court EU Referendum Sub-Group** | **Paper R2** |

Progress with the three stands of activity: Communications; Scenario Planning & Mitigation; and Strategic Partnerships, since the September Court Seminar discussion was discussed.

| | • **Audit & Risk Committee** | **Paper R3** |

Key points from the report were noted and the Modern Slavery Statement approved.

- **Remuneration Committee**   **Paper R4**

The Convener of Remuneration Committee summarised the annual report, with the Vice-Principal People & Culture providing further information on work to understand and address the Grade 10 gender pay gap.

- **Knowledge Strategy Committee**   **Paper R5**

Key points from the report were noted and two approvals granted:
i) Renewal of the Elsevier ScienceDirect Agreement for academic journal subscriptions for five years from 2017 to 2021
ii) Purchase of a £2.4 million High Performance Computer system extension – wholly funded by the Engineering & Physical Sciences Research Council – with signing authority delegated to the Head of the College of Science & Engineering.

- **Senate**   **Paper R6**

Court noted key points from the September Senate meeting.

20   Donations and Legacies   **Paper S**

Donations and legacies received by the Development Trust from 1 September 2016 to 15 November 2016 were noted.

21   Uses of the Seal

A record was made available of all the documents executed on behalf of the Court since its last meeting and sealed with its common seal.

22   Any Other Business

Court members were reminded of the invitation to attend a reception for long-serving members of staff in the Playfair Library following the conclusion of the meeting.

23   Date of next meeting

Monday, 6 February 2017

THE UNIVERSITY *of* EDINBURGH

UNIVERSITY COURT

Special Meeting – 30 January 2017

[DRAFT] Minute

Present:	Mr Steve Morrison, Rector (in chair) (by telephone)
	Ms Anne Richards, Vice-Convener (by telephone)
	Sheriff Principal Edward Bowen
	The Rt Hon Donald Wilson, Lord Provost of the City of Edinburgh
	Ms Doreen Davidson (by telephone)
	Dr Alan Brown
	Mr Ritchie Walker
	Professor Sarah Cooper
	Dr Claire Phillips
	Professor Elizabeth Bomberg
	Professor Alexander Tudhope
	Ms Angi Lamb
	Dr Chris Masters
	Dr Robert Black
	Mr Alan Johnston
	Lady Susan Rice (by telephone)
	Mr Peter Budd (by telephone)
	Ms Alison Grant
	Mr Alec Edgecliffe-Johnson, President, Students' Association
	Ms Jenna Kelly, Vice-President, Students' Association
In attendance:	University Secretary, Ms Sarah Smith
	Dr Lewis Allan, Head of Court Services
Apologies:	Mr David Bentley
	The Principal, Professor Sir Timothy O'Shea

1   Appointment of next Principal   **Paper A**

Court approved the appointment of Professor Peter Mathieson, President and Vice-Chancellor of the University of Hong Kong, as the next Principal of the University of Edinburgh on the nomination of the Curators of Patronage and the unanimous recommendation of the Selection Committee.

UNIVERSITY COURT

6 February 2017

Principal's Report

Description of paper

1.   The paper provides a summary of activities that the Principal and the University have been involved in since the last meeting of the University Court.

Action requested / Recommendation

2.   Court is asked to note the information presented.

3.   No specific action is required of Court, although members' observations, or comment, on any of the items would be welcome.

Background and context

4.   A summary of recent UK and international activity undertaken by the Principal and the University, relevant news for the sector is also highlighted.

Discussion

5.   University News

a) The Scottish Draft Budget 2017-18
   The matters relating to Higher Education presented in the Draft Budget announcement made by Cabinet Secretary Finance and the Constitution, Derek Mackay MSP, on 15 December include:
   - The overall budget for Further and Higher Education is just over £1.7bn; with indicators of positive movement in this outcome during the period of cabinet negotiation. Having direct access, through the Scottish Government's Strategic Funding Group, to the Deputy First Minister and Cabinet Secretary, John Swinney MSP and Minister for Further Education, Higher Education and Science, Shirley-Anne Somerville MSP undoubtedly brought positive leverage here.
   - Overall, the Higher Education budget is just under £1,014m resource and £45.5m capital.   This represents an improvement in capital funding for the sector, allowing full matching of BEIS capital and almost covers the entirety of existing SFC commitments.   However, the resource budget is £13m lower than in 2016-17 (£48m lower than in 2014-15) with the reduction achieved by removing savings attributable to replacing Postgraduate Taught Funded Places with student loans and recouping the increase in RUK tuition fees from the High Cost Subject Grant. Universities Scotland had hoped to persuade Ministers that these savings should stay within the sector.
   - The text of the budget document helpfully states that "We will protect the core teaching grant, research grant and funding available to support widening access in the higher education sector". The document also confirms that they will "introduce a new enhanced support package for taught postgraduate students. Eligible students will be able to access a total student loan package of £10,000, to assist them to take up any taught

postgraduate course at a Scottish higher education institution up to full masters level.

b) Brexit

The Prime Minister confirmed that the UK government intends to focus on agreeing trade arrangements with the EU outside of the single market in her speech outlining the approach to Brexit on 17 January. There was also a commitment given that protecting the rights of EU citizens already in the UK, and those of UK citizens living and working elsewhere in the EU, is a priority for the early negotiations. The importance of Science and Innovation to the UK's future prosperity was also highlighted alongside a commitment to remain open to international talent. A specific mention was also made of "some European Programmes in which we might want to participate" for which "we should make an appropriate contribution". This has been taken as a helpful positive sign towards the key question of continuing research collaboration.

c) UK Visas & Immigration (UKVI) Audit

Court will be aware that the Home Office UK Visa and Immigration Audit for Tier 2, 4 and 5 took place at the University in mid-November. We have had news from the Home Office on Tier 4 and I am happy to report that our current status will be maintained. There are some points to follow up and these will be taken forward by the University Secretary in consultation with the College Registrars. The Tier 2 and Tier 5 reports will follow in due course.

d) Admissions

Figures from UCAS, as the formal applications deadline has now passed, show a slight rise in applications to the University – up 0.32% compared to a sector wide drop of 4.75%.

In terms of market segments encouragingly applications from the Rest of the UK are up by 9% and international applications by 5.7%. EU applications are down 5% but this is less than the almost 7.5% drop across the sector.

There is some concern over our Scottish domiciled applications which are down 6.3% (1,312), dramatically more than the overall sector level drop for this group of just over 1.3% (3,053).

This will present challenges for us to ensure that we have good conversion rates, particularly in relation to SIMD20 as the Widening Participation places from Scottish Government for 2017/18 entry are to be targeted on that group and not the wider SIMD40 group.

e) Scottish Government Consultation

Court may be interested to hear that the Scottish Government has opened a consultation on the Draft Gender Representation on Public Boards (Scotland) Bill. The Bill does apply to Higher Education Institutions but with the caveat that the proposed 50:50 "gender representation objective" applies to co-opted members only. The consultation seeks views on the practical application of the Bill and the University will respond by the deadline of 17 March 2017.

f) New Year's Honours
Many congratulations to members of the University community who were recognised in the Queen's New Year Honours.

- Professor Susan Deacon, Assistant Principal External Relations and Chair of the Institute of Directors in Scotland, CBE for services to business, education and public service.
- Professor Christopher Haslett, Professor of Translational Medicine, CBE for services to medical research.
- Professor Simon Frith, Tovey Professor of Music, OBE for services to higher education and popular music.
- Professor Susan Rhind, Chair of Veterinary Education at the Royal (Dick) School of Veterinary Studies and Assistant Principal Assessment and Feedback, OBE for services to veterinary education.
- The Reverend Dr Harriet Harris, the University Chaplain, MBE for services to multi-faith education and community cohesion.
- Ms Kathleen Hood, lately Head of Widening Participation, MBE for services to widening participation in higher education.
- Ms Ellen Scott, lately senior administrator of the Department of Veterinary Scientific Services, MBE for services to research and the community in Gorebridge, Midlothian.
- We were also delighted to see Katherine Grainger made Dame Commander for services to sport and charity.

g) High Level Visits and Meetings

Along with Vice-Principal Professor Seckl I had a very productive meeting with the Chair of Scottish Enterprise Bob Keiller and his colleague Adrian Gillespie in mid-December. We discussed mutual projects and improving co-ordination.

I was very pleased to welcome Professor Richard Morris to the University for the Edinburgh Neuroscience Public Christmas Lecture and Nobel Prize Winner, Professor Sir Fraser Stoddart to lecture on "Design and Synthesis of Molecular Machines Based on the Mechanical Bond".

I was pleased to welcome Mike Russell MSP, Minister for UK Negotiations on Scotland's Place in Europe, to a conference and dinner on the Europa Process.

I was called upon to give the Toast to the City of Edinburgh at The Edinburgh Burns Club Burns Supper with the Lord Provost making the reply and Scots Makar Liz Lochhead covering the reply for the Lassies.

Along with a number of my contemporaries I took part in the Chief Executive Officer sleepout in Charlotte Square for the charity Social Bite in December. It was an informative and illuminating experience.

I led a discussion session at the Scottish Science Advisory Council meeting in my capacity as Convener of the Universities Scotland Research and Knowledge Exchange Committee.

I was pleased to welcome family members of the German Nobel Prize winning physicist and mathematician Max Born to the unveiling of a plaque commemorating his achievements. He was the Tait Professor of Natural Philosophy at the University of Edinburgh 1936-1952.

Further details of University activity, including research success can be found here:
   http://www.ed.ac.uk/news/archive

Information relating to student and staff success, news and recognition can be found here:
   http://www.ed.ac.uk/news/staff

6.   International News

   a) India
   I was very pleased to lead a delegation to India 10 -18 January 2017 covering New Delhi, Bangalore and Mumbai. The very productive visit included meetings with current partners and new contacts, in addition to hosting an excellent Burns Night Supper in Delhi, a book launch and a meeting with the British High Commissioner.
   Specific visits also included the University of Delhi, the Bangalore National Centre for Biological Sciences (NCBS) campus and the British Education Centre in Delhi. I was also very pleased to give a lecture to the Asia Society in Mumbai on the subject of how new technology is changing Higher Education.

   b) China
   In earlier December I took part in the Annual Global Confucius Institute Conference in Kunming China where I chaired one of the meeting sessions. I am also delighted to confirm that Professor Natascha Gentz was given the Individual Performance Excellence Award for her work over the last decade. This adds another well-deserved award to the Institute which since its inception in 2006 has won the following awards:

   2007, 2008, 2009, 2010, 2011: Institute Awards of Excellence
   2012: Gold Award to Principal & Vice-Chancellor, Prof. Sir Timothy O'Shea
   2014: Pioneer Institute Award
   2015: Model Institute Award
   2016: Individual Performance Excellence Award, Prof. Natascha Gentz

   c) Shanghai
   Our engagement in Shanghai continues to develop. Alongside existing collaborations with Donghua University (Edinburgh College of Art) and Fudan University (Confucius Institute) colleagues in Science and Engineering have been working to deepen our MoU with Shanghai Jiaotong University. They are

building collaboration in teaching and research with an initial focus on carbon management and renewable energy, including a vision for a 'low carbon college' also involving UCL and Imperial.

The Edinburgh Centre for Carbon Innovation is also exploring opportunities to develop an industry engagement platform in Shanghai, through its existing subsidiary in Hong Kong.

d) Korea

An application to the Korea Foundation for the establishment of a Tenure Track Professorship has been successful paving the way to establishing a Centre for Korean Studies at the University within Asian Studies. Korean Studies will sit alongside the Centre of Chinese Studies and Japanese Studies and advance Korean Studies in Scotland and the UK.

e) Coimbra Group

I took part in the Coimbra Group Rectors Advisory Group and Executive Board in Brussels towards the end of January. We are looking forward to welcoming our Coimbra colleagues to Edinburgh in early June as we host the Coimbra Group Annual Conference and General Assembly on the theme of Universities and the Future of Cultural Heritage.

f) CARA

A new institutional partnership agreement with the Council for Academics and Risk was signed that will support more postdoctoral fellows in Edinburgh who require temporary placement here as a result of being forcibly displaced from their home nations.

g) International Office/Edinburgh Global

Court will be briefed on the new Edinburgh Global Plan later in the agenda, with the International Office to be rebranded as Edinburgh Global.
Also, Dr Chris Yeomans will be joining the International Office as Deputy Director in February 2017 from the University of Glasgow where he is currently the Head of International Affairs. Dr Firas Ibrahim from Heriot-Watt University has been appointed as new Regional Director for the Middle East, and an appointment is pending for the new Regional Director for South East Asia, to be based in Singapore.

h) International high-level delegations were received from:
- St Petersburg State University, Russia
- Amity University, India
- University of Wollongong, Australia

7. Higher Education Sector

a) UK Government Higher Education and Research Bill

The committee stage of the Higher Education and Research Bill has now concluded, with over 500 amendments tabled. During the first day government spokesperson Viscount Younger stated on the record that the

government does not intend to limit an institution's ability to recruit students based on its TEF rating or any other basis.

Universities UK is continuing to work with peers to ensure that further improvements are made to the Bill, particularly around protecting institutional autonomy, separating and defining 'quality' and 'standards', safeguarding universities from disproportionate financial and administrative burdens, removing the ability of the Office for Students to act as a 'validator of last resort', and improving oversight of degree awarding powers and university title for new entrants.

The bill will now move on to the report stage. Once further amendments have been considered, peers will vote on the bill in principle at third reading and, provided this vote passes, the legislation will return to the Commons for consideration of peers' changes. The bill will then pass between the Lords and Commons until its final text can be agreed.

b) UUK event on economic impact of international students, 6 March 2017
Universities UK will be holding an event to launch their new data on the economic impact of international students on 6 March 2017 at Church House, Westminster. The purpose of the event will be to promote the latest data on the significant national and local economic impact that international students make, in addition to communicating the sector position on the coming Government consultation on international students, should it have been published by March.

Resource implications
8.   There are no specific resource implications associated with the paper.

Risk Management
9.   There are no specific risk implications associated with the paper although some reputational risk may be relevant to certain items.

Equality & Diversity
10. No specific Equality and Diversity issues are identified.

Next steps/implications
11. Any action required on the items noted will be taken forward by the appropriate member(s) of University staff.

Consultation
12. As the paper represents a summary of recent news no consultation has taken place.

Further information
13. Principal will take questions on any item at Court or further information can be obtained from Ms Fiona Boyd, Principal's Office.

14. *Author and Presenter*
    Principal and Vice-Chancellor Sir Timothy O'Shea
    17 January 2017

Freedom of Information
15. Open Paper.

THE UNIVERSITY of EDINBURGH

UNIVERSITY COURT

6 February 2017

Assistant Principal Extension

Description of paper
1.   The paper concerns the term of office for Professor Arthur Trew, Assistant Principal Computational Science.

Action requested / Recommendation
2.   Court is invited to approve the request to extend the term of office of Assistant Principal Trew with immediate effect until 31 July 2018.

Background and context
3.   The paper is concerned with the ongoing management of Assistant Principals and seeks to clarify information such as remit and terms of office in order to ensure continuity and coverage for the University. Professor Trew's current term of office concludes on 16 February 2017.

Discussion
4.   Professor Trew continues to provide exemplary leadership in the field of Computational Science which remains ever more critical in order to ensure that the University fully realises its data science and high performance computing ambitions.

Reporting
5.   Professor Trew will continue to report to the Head of the College of Science and Engineering.

Resource implications
6.   There are no costs anticipated with this post, the post is not remunerated.

Risk Management
7.   This portfolio is a particular area of current interest and expansion for the University and it is important that all opportunities are fully explored to ensure potential is fully realised.

Equality & Diversity
8.   Full consideration of Equality and Diversity issues has been considered by those involved in these discussions including College and Central HR teams.

Next steps/implications
9.   Any action required on the items noted will be taken forward by the appropriate member(s) of University staff.

Consultation
10. Consultation has taken place with Vice-Principal Yellowlees.

Further information

11. *Author and Presenter*
     Principal and Vice-Chancellor Sir Timothy O'Shea
     23 January 2017

Freedom of Information

12. Open Paper.

UNIVERSITY COURT

6 February 2017

Policy and Resources Committee Report

Committee Name
1.   Policy & Resources Committee.

Date of Meeting
2. 23 January 2017.

Action Required
3.   Court is invited to note the key items discussed at the meeting.

Paragraphs 4 - 11 have been removed as exempt from release due to FOI.

Full minute
12. All papers considered at the meeting and in due course the Minute can be accessed on the wiki site at the following link:
https://www.wiki.ed.ac.uk/display/UCC/Policy+and+Resources+Committee

Equality & Diversity
13. Issues related to equality and diversity were considered within each paper as appropriate.

Further information
14.   *Author*   *Presenter*
      Dr Lewis Allan   Ms Anne Richards
       Head of Court Services   Convener, Policy & Resources Committee

Freedom of Information
15. The paper is closed.

UNIVERSITY COURT

6 February 2017

Student Experience Update

Description of paper

1. This paper sets out ongoing work to understand and enhance the student experience.

Action requested/Recommendation

2. Court is invited to note and discuss the content of this paper.

Background and context

The Court Seminar

3. Prior to the last Court meeting in December Court members participated in a seminar on the National Student Survey (NSS), the Teaching Excellence Framework and the Student Experience. There is a note of the Seminar at Paper A2.

4. Discussion focused inter alia on how to build a stronger sense of community and belonging encompassing staff and students and how to address perceptions that the University values research over teaching. Prompted by the Students' Association President and Heads of School and student representatives from Business, Maths and the Medical School, Court members drew attention to a number of key themes, including the importance of community-building, consistency in the delivery of high quality teaching, sustained, two-way communications flows to enhance belonging at University and School levels, and a focus on improvements in IT, transport and the physical estate.

5. The ambition to achieve a place in the top 10 of the main UK league tables, which weight student experience and other student-related variables more strongly than international league tables, was endorsed. However, Court members noted that pursuing that ambition would require a holistic plan to be developed. The final section of this update returns to that point, drawing on insights from recent programmes of work on:

- Communication and engagement with students
- Dialogue with staff on barriers they see in the delivery of excellent learning and teaching.

Discussion

Communication and Engagement with Students

6. After the publication of last year's disappointing NSS results Court agreed to the development of a more intense programme of communication and engagement with students. The following provides a review of progress.

National Student Survey

7. A review of our approach to promoting the National Student Survey, led by Assistant Principal Professor Tina Harrison, was concluded in late 2016. The review recommended a number of changes to the approach used in previous years including:

- A much greater focus on explaining to students why the survey is important; how it is used and how their feedback will help improve the experience of future students;
- Less focus on driving up completion rates for their own sake;
- Clearer guidelines for staff on how to promote the survey;
- Greater use of school-based rather than centrally driven promotions.

8.   Revised materials have been produced that incorporate these recommendations, and these packs are being distributed to Schools in early January. The NSS 2017 launches in January, with a targeted e-mail to all eligible students from Senior Vice-Principal Professor Charlie Jeffery, and will run until late April.

School communications
9.   In line with the commitment to give greater focus to engagement and community-building with students, School were encouraged last semester to review content and approach to communications with students, focusing on:
- communicating positive changes to their students (such as investment in facilities);
- celebrating success (of both students and staff); and,
- underlining the message that student feedback is important to us and leads to positive changes.

10. Schools already have mechanisms for discussing and sharing ideas with students in the shape of Staff Student Liaison Committees (SSLCs). Schools are making greater and better use of these groups, for example growing attendance at SSLCs, expanding SSLC membership, making sure all students get to see SSLC minutes, and building time into SSLC and other meetings to highlight and celebrate outstanding students and inform students of developments in University policy (for example lecture recording).

11. Heads of School are increasingly engaging in discussion directly with their students, for example through Town Hall meetings where students get to discuss issues with Head of School and other senior colleagues, or through regular e-mails / newsletters from Heads direct to students.

12. The frequency of feedback by students on their teaching has increased through the introduction of mid-course feedback (generally well received) and other, informal mechanisms that are being introduced such as student comment postcard systems (physical / online) to gather feedback outside of 'set-piece' feedback events.

13. There is a stronger focus on making sure students hear responses to the feedback they have given, whether that is through course enhancement reports for each year group, allocating time to discussing mid-course in lectures or course meetings and publishing responses on the School wiki.

14. There is a growing sense of Schools celebrating achievement and stressing the positives, though more could be done in this area. Some Schools are doing this at SSLCs, others via school magazines, social media or in one case an exhibition on success in Learning & Teaching.

15. Schools are increasingly deploying a range of communications tactics and media – using alternatives to email (such as LEARN / Facebook / Office 365, Yammer) to facilitate better sharing of information more effectively than through emails alone. Examples include: better segmentation and targeting of audiences with customised messages providing a more personal voice at subject or course level; or the adoption of a campaign approach to communications including specific campaign identities ("ECA Student Conversations"; Law School "Did you know...")

"Inspiring Students" Campaign
16. The centrally led "Inspiring Students" campaign was introduced at the last Court meeting in December. Before Christmas this focussed messages on the theme of "investing in the student experience" and developed a range of materials and stories, including a short video, widely circulated online, highlighting the investments that are being made across the campus to improve the student experience, including:

- Renovations of Appleton Tower, 50 George Square, The Pleasance…
- More main library study places
- More money for counselling services
- Reduced rents for selected University accommodation.

17. In January, to coincide with the launch of the National Student Survey, the campaign is focussing on the message that "we're listening", highlighting the value that the University places on student feedback in all its forms. Again, a short video to share online has been developed on this topic. Also, a suite of materials has been created and shared with Schools, who are encouraged to customise the material as needed and use it to promote the message locally that student feedback is important and leads to enhancements and improvements in the student experience.

18. By March the campaign will have switched its focus to promoting student success stories (tied in to Students' Association Impact Awards) and by April to teaching success stories (tied in to Teaching Awards).

19. At the same time there is a continuous dripfeed of positive student / learning and teaching stories being promoted through student newsletters, University and School websites and social media. Major initiatives (such as the launch of 24/7 Library Access, enhancements to access for disabled students) are identified and added to the schedule for further promotion on a regular basis.

20. It will be important to evaluate the impact of the stronger emphasis given since last summer to student-focused communication and engagement on both student and staff understandings of learning, teaching and student experience. Working with Communications and Marketing, Deputy Secretary Gavin Douglas will design and carry out an impact analysis by the end of semester two to inform our approach for the 2016-16 academic year.

Dialogue with Staff on Barriers to Excellence in Learning and Teaching
21. During Semester One, Assistant Principals and Colleges Deans with responsibilities for learning and teaching undertook a round of open meetings with staff in all Schools to discuss what barriers they are experiencing to making excellence in learning and teaching an unambiguous priority. This was a further action agreed by Court following the publication of the 2016 NSS results. An interim

overview of findings was given in the Student Experience Update at the last Court; the full set of meetings has now been concluded.

Summary of key themes
22. There were twenty-one separate meetings. Attendance averaged 40, meaning that the discussions have involved a wide range of staff. In general, the discussions had an engaged but broadly positive tone, though there were some pockets of obvious discontent. The feedback from these meetings confirms that staff are very committed to delivering an excellent student experience, but also highlights that they are encountering a range of barriers.

23. The most significant themes raised by staff, ranked in terms of frequency and prominence, are set out below, with additional comment in italics:

i.   <u>Growth in student population has had adverse consequence for the student and staff experience.</u> Student population growth has made it more difficult to deliver high quality, individualised teaching, bringing larger class sizes and higher ratio of tutees to Personal Tutors. The increase in student numbers has also placed additional pressures on academic (and support) staff in Schools, and may be reducing the time available to them to innovate and develop the curriculum. It has also led to increases in demand for University student support services such as the Disability Service.

ii. <u>The quality of the teaching estate (and the amount of space available for students and teaching) does not always match up with student (and staff) expectations</u> of a world class institution. For example, there were concerns regarding the quality and level of equipment of some teaching rooms, the extent to which estates developments are keeping up with the increase in student numbers, and whether the estate is assisting Schools to build a sense of community among their students.

     Comment: these two points pose the question whether growth in student numbers has been matched sufficiently either with sufficient growth in staffing or in investment in estate and facilities.

iii. <u>The University should support the staff experience as well as the student experience.</u> For example it should consider introducing a staff satisfaction survey at Edinburgh, and should do more to celebrate excellent teaching.

iv. <u>While colleagues recognise the University's actions to give teaching equivalent status to research, staff perceive that this cultural change has not yet been achieved</u>. For example, while welcoming the changes in promotion process, not all staff perceive that teaching is yet valued as highly as research in promotion processes. Staff also recognise the challenge in rewarding excellent teaching unless there are robust measures for excellence teaching akin to those available for research.

> ***Comment: these two points underline the commitment among our staff to recognition and reward of excellent teaching, but also to a need to redouble our work to ensure that incentives for excellent teaching are both understood and implemented rigorously across the University.***

v. <u>The University should enhance its communication with and management of expectations of students.</u> For example, the University could do more to emphasise the positive aspects of the University's student experience. It is also important to demonstrate that the University listens to students. More could be done to communicate to students the scale of investment that the University is making in the estate and the vision that underpins it.

> ***Comment: significant additional effort has now been put into communication and engagement with students; it will, as noted above, be important to evaluate impacts on both students and staff.***

24. In addition to these broad themes, two specific issues were raised frequently at these meetings: the introduction of the Evasys Course Enhancement Survey; and the plans for a University lecture recording service and policy. While course enhancement surveys are regular practice across the University and lecture recording regular practice in some parts (with some complaints that our current provision is not good enough) the move to a standardised approach in both fields has prompted some concerns about 'surveillance' and about the question of possible gender bias in student course enhancement survey responses. These specific concerns are being addressed in additional consultation and engagement processes.

25. A more general lesson from the open meetings was that staff across the University valued the opportunity to engage with senior University-level figures and to have their voices heard. It would seem sensible to repeat this exercise on an annual basis.

Towards a Holistic Plan for Learning and Teaching
26. There has been significant change across the University in repositioning the status and priority of learning, teaching and student experience. This is in part a pragmatic response to the external indicators of NSS and (potentially, were we in future to participate) the Teaching Excellence Framework. There are also clear signs that colleagues across the University genuinely do see teaching and our students as an unambiguous priority, not least in the responses encountered in last semester's open meetings.

27. Change has been most significant in two areas: first, ensuring that our staffing procedures reflect that status and priority in recruitment, annual review, professional training, recognition and reward, capability, and our approach to recruiting and developing Heads of School; second, building staff-student community through deeper engagement and better communication. Neither change is complete and embedding them will require sustained managerial focus with appropriate lines of accountability focused more on the line management of Heads of College and School than is currently the case.

28. Two other sets of issues also appear significant. One concerns the allocation of resources: whether, over a period of sustained growth, we have considered teaching and our students' experience a big enough priority in our resource allocation decisions in areas as diverse as learning and teaching spaces, digital experience, transport, catering, and student services.

29. Another (and in part connected) issue is how our academic staff manage different and exacting expectations of their roles in both research *and* teaching. It was very clear from the open meetings with staff last semester that in some parts of the University colleagues are under significant strain from pressures to meet these dual expectations. The Service Excellence Programme may address some of these strains by delivering more effective professional services support to academic staff and simplified governance and policy structures. But there may also be a rationale for considering more flexibility in career paths with greater scope for professional academic recognition at the highest levels for those whose talents unfold more as outstanding teachers, and outstanding leaders of teaching, than outstanding researchers.

30. To achieve the UK top ten ambition expressed at the last Court seminar will require a more holistic approach than we have taken hitherto, with continued work on incentivising and recognising strong teaching performance and on staff-student community-building, supplemented and aligned with reprioritisation of resources and reconsideration of how we structure academic career paths to nurture excellence in teaching alongside – and without compromising – our well-established excellence in research.

Resource implications

31. Significant resource is allocated to improving the student experience. This paper describes some of the uses to which this funding is being put.

Risk Management

32. 'Failure to provide a high quality student experience' is the most significant internal risk on the University's risk register – the paper provides an update on mitigating actions.

Equality & Diversity

33. There are no equality and diversity issues arising directly from this paper and any actions taken will consider possible equality and diversity impacts.

Next steps/implications

34. Regular student experience updates will continue to be submitted to Court, including updates on implementing agreed actions.

Further Information

35. *Authors*   *Presenter*
Senior Vice-Principal Professor Charlie Jeffery   Senior Vice-Principal
Gavin Douglas, Deputy Secretary Student Experience   Professor Charlie Jeffery

Freedom of Information

36. Open Paper.

THE UNIVERSITY *of* EDINBURGH

UNIVERSITY COURT

6 February 2017

Strategic Plan Performance Measurement Framework

Description of paper

1.   A performance measurement framework has been developed to assess the University's performance against the Strategic Plan 2016. The attached dashboard presents proposed measures and targets.

Action requested/Recommendation

2.   Court is asked to:
   a. consider and endorse the attached performance measurement dashboard;
   b. agree to the proposed targets; and
   c. agree that the next steps be taken forward.

Background and context

3.   Court approved the text of the Strategic Plan and a broad framework for performance monitoring on 20 June 2016. The Strategic Plan 2016, *Delivering Impact for Society,* was published in October 2016 and discussions at Policy & Resources Committee and Central Management Group in August 2016 supported the identification and development of measures within a framework at two levels:

   a. Court would annually see a focussed set of measures illustrating the health and impacts of the University. This would span the whole of the Strategic Plan. These will be key performance indicators that measure success or failure against our outcomes.

   b. The measures to be seen by Central Management Group would focus on 'leading' indicators for the outcomes being measured at Court level, and key operational indicators. Generally, 'leading' indicators are factors essential to the successful delivery of an outcome and have shorter cycles allowing the impact of action to be identified more quickly. This set could be expanded in future.

4.   Since August 2016, we have worked through the suggested measures to identify those where data currently exists in a format that can be easily used to monitor progress. For those where this is the case, the dashboards attached indicate the most recent year of data, an illustrative trend and a proposed approach to target setting or monitoring.

5.   We have also found that there are areas of our activities for which data is either not yet routinely available or is not robust enough to turn into measures. In some cases, this poses a challenge to being able to assess whether we are making progress against key areas of our strategic plan. After further discussion with the support group leads on some areas, we also identified that some of the initial list of measures were poor proxies for what we wanted to measure, or overlapped with others on our list, and have therefore removed these from the measurement framework.

Dashboards

6.   The attached prototype dashboards (Annex 1 for Court measures and 3 for Central Management Group measures) present data for all those measures on which we have been able to extract data from our systems that allows us to set a baseline and propose an approach to monitoring. Annex 2 (for Court) and 4 (for CMG) give more information on the rationale for using each of these proposed metrics, and more detail on what is being measured.

7.   Our intention is to continuously review the framework. This is intended to ensure that the measures remain relevant despite the volatility in our external environment and to maintain momentum in the development of replacement measures where we do not currently have data or are restricted to proxy indicators. A full list of these 'work in progress' measures is at Annex 5.

8.   Some areas of 'work in progress' are of more concern than others. We would particularly draw Court's attention to the following:

a. **Social and economic impact**. The strategic plan is titled 'Delivering Impact for Society' and our vision is 'make a significant, sustainable and socially responsible contribution to the world'. We need to be able to evidence that we are doing this and that this is increasing. We have made statements throughout the plan of the impact that we plan to have through different strands of activity. We have previously commissioned Biggar Economics to produce snap-shot estimates of the economic impact of the University. This is costly, based on an understanding of the impact of Higher Education limited to immediate direct expenditure effects, and does not consider the social impact of the University. We intend to take a different approach and tender for a model that we can use internally to assess the different impacts that changes in our shape, size and activity would have on economic impact measures. In parallel, we also intend to develop an approach that will help us assess the social impact of our activities.

b. **Research-learning linkages** are identified as a key part of what is special about the Edinburgh degree. Discussions with the Assistant Principal Research-led Learning have identified multiple-dimensions to research-learning linkages; including the publication of research about learning and teaching and the exposure of students to the process of carrying out research in their coursework. The measure currently in the dashboard, which captures the number of students taking courses where research is explicitly described in their course descriptor, is a placeholder which we would intend to replace with better data as it becomes available. Central Management Group and Policy & Resources Committee have proposed that we seek out data on the number of students carrying out a research-based dissertation in their programme, and a better understanding of the numbers of undergraduates who contribute to research publications. The development of these measures will also draw on the insight gained from the 2016-17 Senate Learning and Teaching Committee Task Group which aims to identify the extent to which we are currently engaged in research-led teaching and learning, across its key dimensions.

c. **Benefit of our estate**. We outline the importance of our estate in delivering on our strategic objectives in our strategic plan, as well as highlighting our commitment to the £1.5Bn estate programme. We need to reflect both our progress against our plans for investment, and assess the benefits that arise from the estate. While we have identified some indicative numbers for spend against past planned spend this needs further work. We will work with estates colleagues and those finance, colleagues who are reviewing the outcomes of big estates programmes, to develop a consistent success measure that can show change over time.

d. **Data science**. It will be important to measure whether we are showing leadership in data science and are having an impact through this. To date, we have explored whether our HR and finance systems could be adapted to include information identifying this type of activity. While in principle this might be possible, in the absence of a well-understood definition of what is meant by 'data science' in different contexts, such flags would be used very inconsistently and not give meaningful data. Further work is needed to improve this, and the proposals for further coordination through Edinburgh Data Science should support this aspiration.

e. **Digital transformation** is a key development theme, but we are limited in the number of readily available measures to capture the suite of changes expected in our organisational practice. We will work with Information Services Group to improve the metrics available to understand the digital options embedded in our on campus learning; the opportunities for staff to improve their digital skills; and the maturity of data use the university (which is separate, though related, to our academic reputation for data science).

f. **Continuing Professional Development (CPD).** There is no clear data source that allows us to identify the number of CPD courses offered or their uptake. This is a clear priority as identified in both the 'partnerships with industry' development theme and the 'leadership in learning' strategic objective. We must be able to measure our baseline if we are to tell whether we have achieved our objective of expanding these opportunities.

Risk Management
9.   Performance measurement is essential in allowing the University to monitor its exposure to various risks. Measures reported to Court will focus on those that are highest impact and therefore risk for the University.

Equality & Diversity
10. The measures relating to 'Diversity of Staff Population' and 'Diversity of Student Population' are partially intended to monitor the impact that delivering the strategic plan has on different groups.

Next steps/implications
11. We will:
a. Develop a hub through which information on these measures can be accessed. Some of this will be accessible in a 'dynamic' way, which will allow up-to-date information to be made available to management, as well as drilling

through the data to College and School level where appropriate. This will take some time fully implement so we expect this to be completed in stages.

b. Provide data relating to these metrics to colleges and support groups to support their submissions to the planning round.

c. Continue to work towards robust measures in those areas for which no measure currently exists, including those in the list of 'work in progress' measures at Annex 5

d. Continually refine our understanding of the data that underpins the measures

e. Keep the framework under review on an ongoing basis: as noted above, it is our intention to refine the framework if better ways of measuring both outcomes and leading indicators become available.

Resource implications

12. The development of the measures has resource implications in two ways:
    a. For those areas of the plan for which no robust indicators exist, it is harder to tell whether our resource investments across the institution are bearing fruit.

    b. Developing measures, and a hub through which the measures can be accessed, has resource implications. Governance and Strategic Planning has a small budget to commission a 'Social and Economic Impact' measure, but other activities will be delivered out of existing resource. This places limitations on our ability to quickly deliver the whole framework. We therefore expect this to take at least 18 months to complete.

Consultation

13. Colleagues from across the University have contributed to specific measures. An earlier draft of this paper was also discussed at Central Management Group and Policy & Resources Committee in January 2017. Members of senior management have endorsed the proposed targets associated with the measures.

Further information

14. <u>Author</u>   <u>Presenter</u>
    Pauline Jones   Tracey Slaven
    Governance and Strategic Planning   Deputy Secretary, Strategic Planning
    26 January 2017

Freedom of Information

15. This paper is open. The Annexes are closed as the performance measures represent policy under development. A version of the measures will be shared on the University website once agreed.

UNIVERSITY COURT

6 February 2017

Edinburgh Global Update

Description of paper

1.   This paper and presentation updates Court on key developments in internationalisation and presents a new University Global Engagement Plan. This plan outlines three key areas of focus up to 2020, highlights how these will be delivered, and articulates shared ways of working to realise these goals. It has been developed alongside and in articulation with the University's Strategic Plan.

Action requested/Recommendation

2.   Court is invited to comment on the plan and the new approach to internationalisation.

Background and context

3.   The University is one of the most international amongst the world's top 20 institutions. The University has an excellent global reputation and we have leveraged this to good effect. Our international staff and student population approaches 20,000 and over 42 per cent of our students are from outside the UK. The University's global partnerships are all encompassing and help us deliver innovative teaching and research around the world.

4. We are continuing a wide range of exciting and innovative international activity. We launched our MasterCard Scholars Program in summer last year and recruited our first cohort of 12 scholars who started in September (from six countries). We are currently sifting through over 10,000 applications to recruit a further 25 scholars for 2017/18. We are building a good working relationship with the Foundation, our scholars are already making an impact in their new community, and we are developing useful insights into scalable support for other international students (for an enhanced orientation week, stitching together support services, and support for their return home). Based on our experience with the MasterCard Foundation, we are exploring other large-scale scholarship opportunities with Foundations who are focused on other regions of the world.

5. The increasing number and increasing scale and complexity of our global partnerships means that we are developing new tools to manage them. We have developed a new website and are re-organising elements of Edinburgh Global into regional teams to make it easier for colleagues to find the expert regional, regulatory and institutional advice that they need. We have developed a new online partnership development tool which guides colleagues through processes and ensures they receive the necessary formal approvals at all levels. We have set up an international ventures group to provide approval and guidance to more complex partnerships.

6.   Court will recall that a joint Biomedical Sciences undergraduate degree programme has been established in partnership with Zhejiang University (ZJU) following Court approval in December 2014. The Joint Institute is located within the newly built ZJU International Campus at Haining, which has been established as a

campus of Joint Institutes with a range of international partner universities and received approval from the Chinese Ministry of Education in March 2016. The first cohort of students enrolled in September and the development plan for the Institute includes delivery of a second undergraduate programme and establishing collaborative Edinburgh-ZJU research programmes.

7. A further Chinese collaborative project is that with Hua Xia Healthcare to establish an Institute for Medical Research, Education & Management at the Edinburgh BioQuarter, Little France. This is part of a £7m healthcare and science initiative to support medical education and research at Shenzhen University's new medical school and teaching hospital campus and follows a 2013 Memorandum of Understanding regarding creative and technology sector collaboration between the City of Shenzhen and the City of Edinburgh.

8. Nevertheless, the University operates in a challenging global environment. Demographic, economic and political shifts present challenges and opportunities. Transnational education and research is becoming more competitive and more complex. Our very large global community needs to be fully supported to flourish in this environment.

9.   In this context, the Global Plan highlights themes to focus activity and proposes new ways of working that are collaborative, shared and regionally-articulated. This recognises that our global activity is the aggregation of regional activity and that we can reach further, strategically and globally, by working more closely together.

10.   Our global ambitions, size and shape require new ways of coordinating and supporting international activity. The role and function of the International Office must adapt in response. It must shift from delivering student and (some) staff services to acting as a strategic hub working in partnership with colleges, schools, institutes, academies, overseas offices and professional services. This will enable the University to further enhance its international profile, act strategically and collectively, and deliver high-quality, high-impact global partnerships, support an increasingly diverse global community, and ensure global exchange opportunities for all who wish.

Discussion
11. The plan is set out within Appendix 1.

Resource implications
12. It is anticipated that any costs associated with initial implementation of the plan will be met from existing budgets, recognising that emergent complexities and issues may require further investment in future.

Risk Management
13. The strategy is designed to minimise risks associated with international activity, particularly around complex partnerships.

Equality & Diversity
14.   The strategy will support increased diversity within the student and staff bodies. Key measures of success include equality and diversity indicators.

Next steps/implications

15. The Vice-Principal International, Deputy Vice-Principal International, Deans and Global Strategy Group will work with the University community to oversee implementation of the plan. In early February the new strategy will be launched, alongside a new website, and a re-branded, re-organised international office. Multiple stakeholders within the University community will be engaged with in order to build a shared sense of delivering the plan.

Consultation

16. Development of the strategy has been collaborative with consultation with senior management, colleges, schools, professional services, support groups, global academies, EUSA, the broader student community and select partners. The plan has undergone several iterations and the themes have been developed in consultation with groups of experts from across the university. The forthcoming reorganisation of the International Office has been discussed with colleagues and advice sought with professional services as appropriate. A plan has been developed in consultation with college and regional deans to ensure that the re-branded International Office and plan will be effectively articulated to multiple stakeholders and communities across the campuses.

Further information

17. _Author & Presenter_
     Professor James Smith
     Vice-Principal International
     25 January 2017

Freedom of Information

18. This paper is open.

THE UNIVERSITY of EDINBURGH

Our global engagement plan
A map to deliver our strategic goals

2017 - 2020

Edinburgh is one of the world's leading universities.

Edinburgh has always been an international university, drawing academics and students from all over the world, working with institutions internationally, and leading research that has had a global impact.

Our global ambition

Our ambition is to deliver impact for society, where it is most needed. As a truly global university, rooted in Scotland's capital city, we make a significant, sustainable and socially responsible contribution to the world, often through partnerships and exchange and always through engagement.

People, partnerships and places

Our global community of staff, students, alumni and supporters is key to our future success and is our greatest asset. We need to celebrate our global community in all its forms. We will develop greater engagement with these communities in and beyond Edinburgh, building on our tradition of attracting and working with the world's best talent. We must attract the best students, regardless of where they are from, by removing barriers to access, and delivering outstanding teaching and learning on campus, digitally and around the world. We will create an environment to support and nurture our staff to deliver world-class and world-changing research.

We will continue to work collaboratively with partners around the world. Who we will partner with is changing. We will continue to work with key strategic university partners, but we will also forge transformative partnerships with governments,

the private sector, civil society, and countries and communities.

We recognise that how we must work and who we must work with is different in different places around the world. Our global engagement will be shaped by local priorities, partnerships and opportunities and we will articulate our strategy and support our activity regionally.

Ways of working

The next five years will be characterised by an accelerating pace of change, new geo-political dynamics, complex global challenges and rising expectations in an increasing connected and digital environment. This creates challenges and opportunities and will require a new, shared way of working.

We will share knowledge and best practice, and work collaboratively to realise our ambitions together. We must work collectively across our global offices, our

colleges, schools, institutes, academies and services across the university.

Three themes

Our global objectives are grouped into three key areas. These themes align with the University's Strategic Plan and Vision 2025 ambition, aiming to ensure a positive impact on the world.

Global
Community

Global
Exchange

Global
Partnerships

Professor James Smith
Vice Principal International

Theme One

Global
Community

Our aims

■ Deliver new scholarships and financial assistance to support greater access

■ Attract the world's most talented students and staff, regardless of where they are from

■ Support and celebrate strong and vibrant communities within and beyond Edinburgh

■ Develop services that support staff, students, learning and teaching in an increasingly digital environment

■ Enhance our engagement and partnership with our global alumni community

How we will achieve them

Our community of students and staff is our greatest asset. We are one of the most international universities in the United Kingdom. We welcome over 16,000 international students, and 29% of our staff are from outside the UK (3,900). There are over 170,000 Edinburgh alumni across the world.

We will focus our effort in supporting greater access to the University through the removal of barriers to entry - whether financial, cultural, practical or linguistic - and through external engagement with a more diverse range of nations.

We will attract the world's best talent, irrespective of background or location, to produce the next generation of leaders, innovators, academics and researchers, and work to deliver enhanced services for students and staff joining our community from overseas. We will work with key internal partners to support our community of digital learners and educators from across the world, by enhancing the services we provide to them.

We will seek to support strong and vibrant communities within and beyond the University. We will focus on the journeys our communities take, from applicant to alumnus, as they make the most of our unique offer of world-leading research and learning. We will work in partnership to support a larger, more international community of staff who feel valued and supported in a University that is an exciting and collegial place to work, develop and progress.

We have Edinburgh alumni in almost every nation of the world and our global community overseas continues to be a vital part of our success, serving as ambassadors for Edinburgh. We will work to strengthen support for global alumni groups, to embed them as a core element of the University, and enable these groups to deliver comprehensive alumni networks across the world.

Theme Two

Global
Exchange

Our aims

- Strengthen our understanding and dialogue with the world

- Advance our partnership and engagement with key regions of the world

- Increase opportunities for our students to work, study and volunteer overseas

- Support 'Internationalisation at Home' to promote engagement on campus

- Offer services that underpin rewarding and enriching student experiences

How we will achieve them

To advance our exchange of ideas and dialogue with key regions of the world, we will position Edinburgh as a partner of choice and strengthen our profile internationally.

We will become a leader in providing opportunities for global exchange for staff and students. We aim to deliver the widest range of opportunities for work, study and volunteering internationally.

We are committed to significantly increasing opportunities for exchange as we prepare our graduates and staff to thrive in and contribute to an interconnected wold. We will provide the service and support to enable all students who wish to gain experience of work, study and volunteering overseas to do so.

Working with champions across the University, we'll promote the merit of international experiences and address institutional and financial barriers to student participation.

We will work to deliver an engaging and inspiring high impact programme of University activities overseas to showcase our excellence.

We will utilise our standing as a UK hub for academic research and expertise on languages, cultures and area studies to extend our understanding and exchange with nations across the world, especially through area and cultural studies.

The University's overseas operations in Latin America, South East Asia, South Asia, North America and China are strategically important hubs for our exchange with fast emerging nations across the world. We will seek new opportunities in other regions of the world to further the University's presence overseas and strengthen our exchange with key regions of the world.

We will progress 'internationalisation at home' initiatives to ensure that we can further internationalise our living and learning environment for all of our community. We will strengthen international and intercultural competencies on our campus, within and outside of our curriculum.

Theme Three

Global
Partnerships

Our aims

- Enhance support for creating and delivering impactful global partnerships

- Drive greater engagement through increased internal partnership, to help us deliver our aims together

- Build capacity with and for all of our global partners

- Deliver new transformational partnerships with business, civil society and academia

- Build global communities of learners through digital and transnational education

How we will achieve them

We will increase our focus on innovative ways to create and support a portfolio of diverse partnerships that unlock creativity, build capacity and are truly transformational in the knowledge they generate. These partnerships will ensure that we are strongly positioned to contribute to, and engage with, emerging opportunities across key regions of the world.

We will work to improve internal connections and communications across the University. This is so that we can support the creation and delivery of new sustainable global partnerships that protect and augment our reputation for excellence. Edinburgh Global and its Regional groups will deliver improved services to ensure that new international opportunities can be fully leveraged in relation to recruitment, research funding, industry engagement, scholarships, philanthropy and student mobility.

We are committed to advancing the development of transformational global partnerships with universities, governments, business and civil society. We will continue to support strategic university partnerships with a focused group of institutions that share our agenda and vision. To support greater partnership and engagement with regions across the world, we have appointed a network of International Deans. They will lead and champion our work across the world.

We will work to support partnerships that enable more students to benefit from the Edinburgh experience, via transnational education, supported by deep partnerships and world leading online distance education.

The University's Global Academies will continue to foster the collaborative communities that will drive research and teaching partnerships across the world. The research work these communities carry out aim to confront issues that affect the whole world, making a difference where it matters most.

Edinburgh Global

Vice Principal International
Professor James Smith

Deputy Vice Principal International
Director, Edinburgh Global
Alan Mackay

College International Deans

Three College International Deans assist in leading delivery of the global plan within their Colleges and work with the Vice Principal International.

Regional Deans

The Vice Principal International is supported by a team of Regional Deans who work in specific global regions to advance the aims of the global plan.

Regional teams

There are a range of regional teams to support delivery of the plan and operational support for partnership, recruitment and engagement. Edinburgh Global has offices in Santiago, Singapore, Mumbai, New York City and Beijing.

Edinburgh Global Executive

Staff, students and Deans from across the University are represented on the Edinburgh Global Executive, chaired by the Vice Principal International, and working groups connected to delivering the University's global ambition and vision.

Edinburgh Global teams

Staff within Edinburgh Global work to support, deliver and implement strategic projects and professional services. These services and projects relate to support and promotion of: global partnership; international experiences; student recruitment; applicant support; on-campus student support; visa advice and welfare.

Contact Edinburgh Global staff:
www.xxxxx.ed.ac.uk

THE UNIVERSITY *of* EDINBURGH

UNIVERSITY COURT

6 February 2017

Finance Director's Report

Description of paper
1.   The paper summarises the finance aspects of recent activities on significant projects and initiatives and reports the first quarter forecast financial outturn for the full year.

Action requested/Recommendation
2.   Court is asked to note the Group Q1 forecast outturn.

3.   The February update to the Group Ten Year Forecast is also included and Court is asked to note the six key performance indicators over the period as well as the inflation stress test analysis in Appendix 3.

Paragraphs 4 - 17 have been removed as exempt from release due to FOI.

Risk Management
18. The University continues to proactively manage its financial risk by not breaching the following minimum criterion - unrestricted surplus of 2% gross income.

Equality & Diversity
19. Specific issues of equality and diversity are not relevant to this paper as the content focusses primarily on financial strategy and/or financial project considerations.

Next steps & Communication
20. Requested feedback is outlined in the discussion above.

Consultation
21. The paper has been reviewed by Phil McNaull, Director of Finance.

Further information
22. *Author*   *Presenter*
       Lee Hamill, Deputy Director of Finance   Phil McNaull
       Lorna McLoughlin   Finance Director
       Senior Management Accountant

Freedom of Information
23. This paper is closed.

UNIVERSITY COURT

23 January 2017

University Core Systems Strategy (Introduction, Governance and Timelines)

Description of paper
1.   This paper is an initial information brief to raise awareness of the evolving University Core Systems Strategy; to educate decision makers; to ensure committees are aware of the magnitude of the decision; and to set out the high level suggested governance path and decision timeline for a University Core Systems Strategy and procurement.

Action Requested/Recommendations
2.   Court is invited to note:
   a.   the background information and comment on the suggested approach to building a core systems strategy.
   b.   the requirement for a University Core Systems Strategy.

   And to note and discuss:
   c.   the proposed governance process.
   d.   the proposed timeline.

Paragraphs 3 - 40 have been removed as exempt from release due to FOI.

Risk Management
41. The Core Systems Strategy will be programme managed as a project within the Service Excellence programme, with the Chief Information Officer as the project sponsor and owner. Risks will be managed within the overall Service Excellence programme risk register and risk approach.

42. Modern best practice approach to large scale enterprise systems recommends that system change should not be implemented on its own, but within a wider business change, service change or improvement programme. The University of Edinburgh is following this best practice by ensuring both the Service Excellence programme and the Core Systems Strategy and Programme are aligned.

Paragraph 42 has been removed as exempt from release due to FOI.

Consultation
43. The paper has been considered by the Service Excellence Programme Board, Principal's Strategy Group, IT Committee, Knowledge Strategy Committee and Policy & Resources Committee. In addition, initial consultations have taken place with Barry Neilson, Sally Priestly, Martyn Peggie, Tracey Slaven, Lee Hamill, Dave Berry and the Service Excellence Programme office (for the timeline alignment to the Service Excellence programmes).

44. Confidential peer reviews are underway. Review by an external consultancy agency.

45. Site visits to 5 universities and companies outside the sector to understand their approach, best practice and experience with large scale core systems change.

Further information

46. <u>Author</u>   <u>Presenter</u>
    Gavin McLachlan   Gavin McLachlan
    CIO and Librarian to the University   CIO and Librarian to the University

    Simon Marsden
    Director of Applications
    Information Services Group

    January 2017

Freedom of Information

47. This is a closed paper.

THE UNIVERSITY *of* EDINBURGH

UNIVERSITY COURT

6 February 2017

Non-Teaching Staff Assessor Election 2017

Description of paper
1. This paper outlines the arrangements for the Non-Teaching Staff Assessor Election 2017.

Action requested/Recommendation
2. Court is invited to approve the Regulations governing the conduct of the Non-Teaching Staff Assessor Election 2017, attached as an Appendix with three proposed amendments highlighted.

Background and context
3. The Non-Teaching Staff Assessor's four year term of office concludes at the end of July 2017 and an election for a new Non-Teaching Staff Assessor requires to be held in accordance with Ordinance 187 (Composition of the University Court).

Discussion
4. The Non-Teaching Staff Assessor Election is governed by Regulations which require approval by Court. The Regulations previously approved by Court for the Non-Teaching Staff Assessor 2013 election have acted as the basis for the attached Regulations.

5. There are three substantive proposed amendments to the previously approved Regulations:

- Point 4 and point 8: the call for nominations to be via staff email in addition to noticeboards, the University's website and the University's staff news Twitter feed. This is to respond to a request from the trade unions and a previous candidate that there should be greater publicity for the election.

- Point 9: there is an additional sentence prohibiting behaviour that could be perceived as bullying, harassment or intimidation. The rationale for this is in response to a concern raised in a previous election round, which proved to be unsubstantiated, that such behaviour may have taken place.

- Point 11: it is proposed to reduce the number of nominating persons required for prospective candidates from 20 to 5. The rationale is to reduce barriers to prospective candidates and that Senate Assessor elections to Court and elections of researchers and demonstrators to Senate only require a proposer and seconder, with no reason found for the large discrepancy between different staff categories. This could be a stepping stone towards changing to a proposer and seconder, in line with other elections, in future years.

Resource implications

6.   There will be some costs associated with the production of materials, the arrangements for the postal vote and the services of the Electoral Reform Society, which will be met from existing budgets.

Risk Management

7.   The University has a low appetite for risk in the area of compliance and the requirement of the University Court to include 'an assessor elected by members of the non-teaching staff from among their own number' is established in Ordinance.

Equality & Diversity

8.   Changes to the membership of the Court may have gender balance implications, currently 41%:59% female:male. Nomination shall be open to all those employees of the University who are support staff (i.e. who are not academic or research staff), in Grades 1 to 10, who are on the main University payroll. This definition has been approved by Court as 'all those who are not represented on Senate.'

Next steps/implications

9.   If the Regulations are approved, the electoral process will be followed as set out in the Regulations. This will enable the Non-Teaching Staff Assessor to be announced by 15 June and invited to attend the June Court meeting as an observer prior to taking office for a four year term on 1 August 2017.

Consultation

10. A draft has been shared with the University's three recognised Trade Unions, who are content with the proposals and have called for greater publicity of the election – which we plan to take forward via staff emails and social networking in addition to traditional methods (posters etc).

Further information

11. *Author*   *Presenter*
     Court Services Office   Sarah Smith
     24 January 2017   University Secretary

Freedom of Information

12. This paper can be included in open business.

University of Edinburgh

Regulations for the Conduct of the election of an Assessor from amongst their own number of the Non-Teaching Staff to the University Court to be held from 13 to 15 June 2017, governed by Ordinance of the University Court No. 187 (Composition of the University Court)

1. The Non-Teaching Staff Assessor Election shall be held from 9.00am on 13 June 2017 until 12 noon on 15 June 2017 and under the guidance of the Electoral Reform Society.

Role of the Returning and Deputy Returning Officers

2. The Chancellor's Assessor, Sheriff Principal Edward Bowen, shall be the Returning Officer. The Head of Court Services has been designated Deputy Returning Officer and shall be responsible for the management of the election and the declaration of the result of the election.

3. The Deputy Returning Officer shall publicise the election and voting procedure to staff and make arrangements as appropriate to secure the good conduct of the election.

4. The Deputy Returning Officer shall provide nomination forms and publish posters calling for nominations and draw attention to the correct form of procedure for making nominations. The call for nominations shall be published by the Deputy Returning Officer via staff email, on notice boards throughout the University, on the University website and the University's social networking sites.

5. The Deputy Returning Officer shall also provide information, publish posters, and alert staff through various appropriate means on how to request a postal vote.

Electoral Roll

6. The compilation of the electoral roll for the Non-Teaching Staff Assessor Election shall be 12 noon on 3 April 2017.

7. The Electoral Roll will consist of all those staff of the University who are support staff (i.e. who are not academic or research staff), in Grades 1 to 10 or equivalent, who are on the main University Payroll and therefore includes all members of staff who are not represented on Senate, who hold contracts of employment with the University as at 3 April 2017. The electoral roll shall be available for inspection in the Deputy Returning Officer's office, Governance and Strategic Planning, Room 203, Old College from 4 April 2017 during normal working hours. Any person whose name does not appear on the roll but who holds a contract of employment confirming commencement of employment with the University before or at 3 April 2017 may apply to be included in the electoral roll on production of the contract of employment, no later than 8 May 2017.

Nominations and Validation of Candidates

8. The call for nominations shall commence at 9.00 am on 4 April 2017. No nominations shall be accepted before this date and time.

    The Deputy Returning Officer shall provide nomination forms and publish posters calling for nominations by email, on the University website and social media. The Deputy Returning Officer will draw attention to the correct form of procedure for making nominations as well as advising that failure to comply with the procedure shall invalidate a nomination.

    A copy of the poster shall also be published in appropriate issues of the Staff News and on the University website.

9. All nominations must be submitted on the approved form and lodged with the Deputy Returning Officer by 12 noon on 11 May 2017. A statement giving details of the nominee and a supporting statement should be supplied, in no more than 500 words. This statement will be used for publicity purposes and will be circulated to the electorate for information. Canvassing in the form of poster campaigns is not allowed. Candidates should not seek to influence their colleagues by behaviour that may be perceived to be bullying, harassment or intimidation. If these prohibitions are breached, it may lead to disqualification.

10. Only members of the electorate, as defined in paragraph 7, shall be eligible for nominations and nominations may be made only by members of the electorate.

11. Each nomination must be subscribed by no fewer than ~~twenty~~ five members of the electorate.

12. Nominations must be accompanied by a written acceptance of nomination signed by the nominee and by one witness of their signature. Nominations received by any other means including electronic mail, telegram, cable, by proxy, or orally shall be not be valid. In exceptional circumstance and with the prior consent of the Deputy Returning Officer, an emailed nomination form shall be accepted but only if an original written document is presented within a reasonable timescale as agreed by the Deputy Returning Officer.

13. The duties of Non-Teaching Staff Assessor involve being a member of the University Court. Members of the Court are "Charity Trustees" under the Charities and Trustee Investment (Scotland) Act 2005. Candidates must not be disqualified from being Charity Trustees and nominees shall also require to confirm in writing that they are not so disqualified.

14. If the Deputy Returning Officer believes there is any cause for concern regarding the validity of a nomination, this matter shall be drawn to the attention of the nominee/candidate, who shall be given the opportunity to address the cause for concern, if practicable, prior to the meeting of the Scrutinising Committee.

15. The Deputy Returning Officer shall acknowledge receipt of the nomination to each nominee indicating the date and time the nomination was received.

16. The Non-Teaching Staff Assessor is eligible to stand for no more than two consecutive terms of office.

17. The following Committee, to be known as the Scrutinising Committee, shall be appointed by the University Court to scrutinise nominations and confirm the validation of the nominations and hear any appeal against disqualification by the Returning Officer:

    One member of the non-teaching staff
    One member of the academic staff
    The Deputy Secretary, Strategic Planning

    The decision of the Scrutinising Committee is final.

18. As soon as practicable, each nominee shall be notified of the outcome of the Scrutinising Committee's deliberations and the list of candidates for the election shall then be confirmed and published.

19. In the event of there being only one valid candidate and therefore an uncontested election, the Deputy Returning Officer shall declare and publicise as soon as practicable and no later than 48 hours after the meeting of the Scrutinising Committee the name of the one valid candidate elected.

Conduct of election process

20. Each candidate shall receive from the Deputy Returning Officer a copy of these Regulations. In order to assist in the interpretation of these Regulations a meeting with candidates may also be held if required.

21. If the Deputy Returning Officer has reason to believe that a breach of these Regulations may have occurred the Deputy Returning Officer shall request a written explanation or clarification from the candidate. If the Deputy Returning Officer concludes that a material breach has occurred the Deputy Returning Officer shall inform the Returning Officer. The Returning Officer has the authority to disqualify a candidate subject to the right of appeal by the candidate to the Scrutinising Committee within 48 hours of receiving written notification of the disqualification. The decision of the Scrutinising Committee shall be final.

22. The validity of the election shall not be affected in the event that a candidate is unavailable to continue for any reason prior to the results of the election being announced and where there are more than two candidates remaining the election shall proceed as planned. In the event of there being only one remaining candidate and therefore an uncontested election, the Deputy Returning Officer shall declare and publicise as soon as practicable and no later than 48 hours after confirmation of the uncontested election status the name of the valid candidate elected.

23. After the declaration of the elected candidate, arrangements to hold a new election shall be undertaken only in the event of that declared elected candidate being unable for whatever reason to continue to hold the position of Non-Teaching Staff Assessor.

24. The Deputy Returning Officer shall distribute to each member of the electorate via email a link to the voting system along with a link to the relevant web page to view supporting statements, of not more than 500 words, for each candidate for information. The emails shall be required to comply with the University's computing regulations and the Deputy Returning Officer shall reserve the right to require amendments to be made to the content particularly if the text contains inappropriate comments about other candidates.

25. For electorates who do not have email access and have requested a postal vote, the Deputy Returning Officer shall distribute principally through the internal University postal system, a ballot paper and a return envelope. A supporting statement, of not more than 500 words, will also be included from each candidate for information.

26. A double envelope system will be used for postal votes. The first envelope will be opened on 9 June 2017 for verification purposes. The second envelope which contains the vote will be kept securely and will be opened and recorded on 15 June 2017, once the on-line poll has closed.

Voting arrangements

27. Voting arrangements shall be under the guidance of the Electoral Reform Society.

28. The election shall be conducted by means of the alternative vote.

29. Voting shall be conducted by staff on-line using a secure University portal or, dependent on circumstances, by means of a postal vote. A postal vote may be granted by the Deputy Returning Officer if any of the following criteria are met: (i) no access to a networked University computer; (ii) away from Edinburgh during the period of the election and either unable to, or may have difficulty in, accessing the on-line voting system; or (iii) another valid reason. If a member of staff casts both an electronic and a postal vote only the postal vote shall be considered valid.

30. Requests for postal votes must be made on the appropriate form and require to be with the Deputy Returning Officer by 12 noon on 22 May 2017. Postal ballot papers shall be issued on 25 May 2017 to those staff granted a postal vote.

31. All those on the electoral roll for the Non-Teaching Staff Assessor Election, except those staff who have requested and been granted a postal vote, shall be permitted access and shall be able to vote on the on-line voting system from 9.00 am on 13 June 2017 until 12 noon on 15 June 2017.

32. Staff granted a postal vote shall be required to send their vote to the Deputy Returning Officer to arrive no later than 12 noon on 8 June 2017. It shall be for the Deputy Returning Officer to determine whether, in exceptional circumstances, any late postal vote shall be accepted but no late postal vote shall be accepted if it arrives after 12 noon on 15 June 2017.

33. Postal votes shall be opened and verified under the supervision of the Electoral Reform Society with each candidate permitted to attend and to have a representative attending the opening and the verification of postal votes. The first envelopes will be opened for verification purposes on 9 June 2017.

Counting

34. All votes cast either on-line or postal shall be counted together using an electronic counting system. Postal votes shall not be opened and recorded until after the close of the on-line poll. The counting shall be under the supervision of the Electoral Reform Society with each candidate permitted to attend and have a representative present.

35. Each member of the electorate shall be entitled to have only one vote included at each stage of the electronic counting process.

36. In the event of a draw, the successful candidate shall be determined by the toss of a coin. As the Returning Officer tosses the coin into the air the candidates shall be invited to choose either 'heads' or 'tails', the candidate choosing the upper side when the coin lands shall be declared the winner.

Declaration

37. The Deputy Returning Officer shall ensure that a notice of the result of the election is posted on the Old College Notice Board, on the University website and on the University's social networking sites as soon as is practicable after the result has been declared.

38. The successful candidate shall be required to re-confirm in writing that they are not disqualified under the Charities and Trustee Investment (Scotland) Act 2005 from acting as a Trustee of a charity.

UNIVERSITY COURT

6 February 2017

Edinburgh University Students' Association President's Report

Description of paper
1.   This paper is to note developments at Edinburgh University Students' Association (EUSA) since the last Court meeting, and to provide an update on current work and initiatives.

Action requested/Recommendation
2.   Court is invited to note the report.

3.   It is recommended that this information be considered to support other initiatives and projects designed to improve student satisfaction and enhance the student experience.

Background and context
4. EUSA has provided regular reports to Court on projects, campaigns and developments of the organisation as a whole

Discussion

Finance Update
5.   The Association's most recent financial results cover the nine months to the end of December 2016. A high level summary is shown below:

Figure 1

## Net Income / Expenditure (£000) December (Period 9) 2016/17

| | Year to Date | | | |
	Actual	Budget	Variance	Last Year
	£000	**£000**	**£000**	**£000**
Trading	808	749	59	884
Block Grant	1,861	1,912	(51)	1,933
Total net income	2,669	2,661	8	2,817
Student Support Activities	(396)	(409)	13	(338)
Central costs	(2,062)	(2,238)	175	(2,040)
Total expenditure	(2,458)	(2,647)	189	(2,378)
Surplus / (deficit)	**211**	**15**	**196**	**438**

Numbers shown in brackets denote a net expense or an adverse variance

6. To note before we explore this in further detail:
   - Trading activity includes the 2016 Festival as well as bars, catering and retail operations
   - The apparent adverse variance to budget (and last year) of the block grant is due to a reallocation of the 'restricted' elements of the grant into Student Support activities this year.

Analysis of results to date

7. A strong position ahead of budget is being maintained this year. This is due to two main factors:
   a) The strong results for the 2016 Festival, which resulted in a net profit over £250,000 better than budgeted. Top line sales growth combined with a good gross profit margin created this result, the strongest in the Association's history of participation in the Edinburgh Fringe.
   b) Significant savings against budget in the central cost areas of the Association. This includes support functions such as HR, Marketing and IT, each of which has operated at a cost lower than budgeted. Whilst some of these savings are welcome others, such as staff vacancies have affected performance in our core service objectives.

8. Countering these positive financial results however has been poor performance in non-Festival commercial areas. The Association's bars operations are running approximately one third (about £100,000) behind the budgeted net profit; catering sales are down 9% (£85,000) on budget at the end of period 9 and catering operations overall are making a deficit of £47,000. Both these areas are forecast to improve by over the remaining three months of the financial year however are unlikely to meet the budget. This decline however is almost exclusively represented by three extraordinary items – most significantly the impact on Teviot Row House of the Bristo Square works. There is a much lower impact by the delays to the King's Buildings House project which was budgeted to be completed by September 2016 but actually only started on site just before Christmas, and finally a minor impact of the temporary café and bar facility at the Pleasance not being available due to issues with the building works there. Bars and Catering areas unaffected by estates works are in low growth.

9. The very success of the Festival is a mixed blessing: it has greatly helped the Association to recover financially however has greatly exposed the Association to its financial contribution. The chart below, showing the net contribution made by each of the main commercial activities, illustrates the Association's increasing reliance on the Festival results:

Figure 2

Key Commercial Areas
Net surplus 2012/13 - 2020/21 actual / projected

Bars — Catering — Retail — Festival
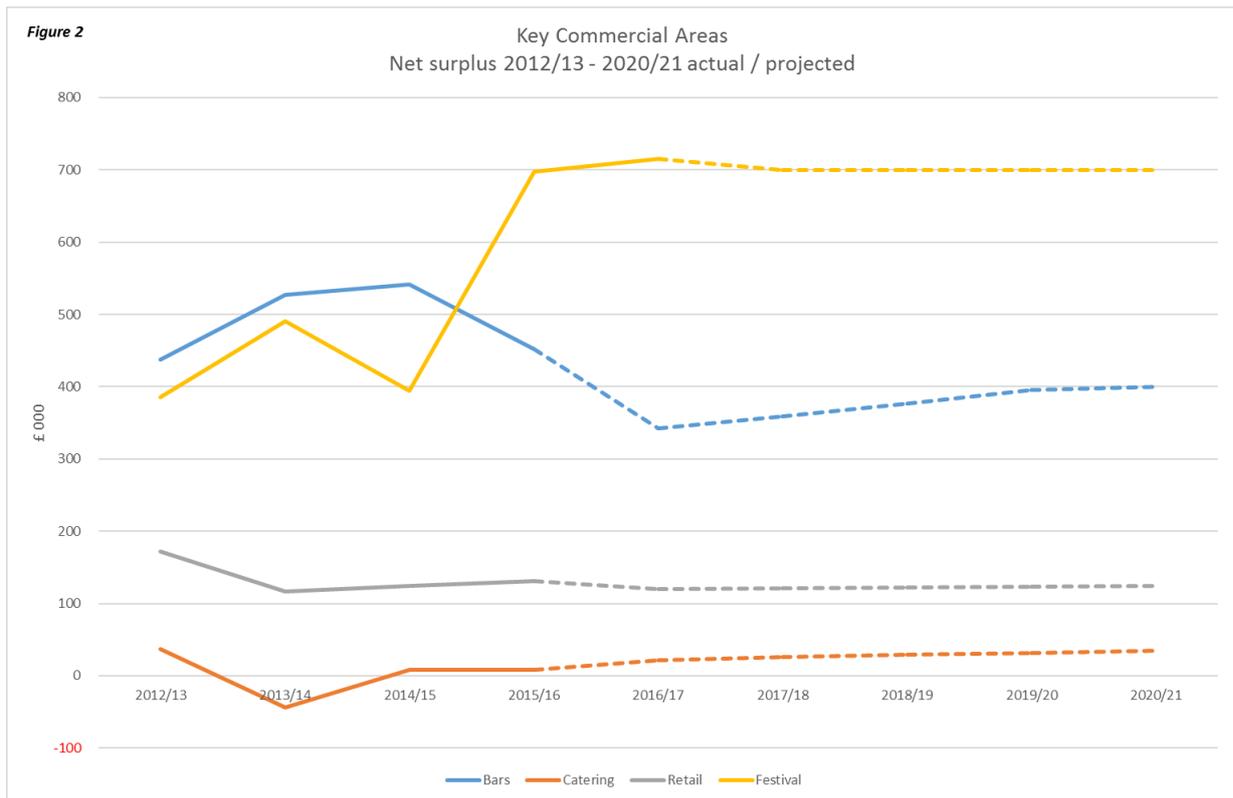
10. The projections used in the chart are based on early work and are subject to revision – the intention of the inclusion of this is to show the relative decline in the profitability of bars, and the increasing reliance on a successful Festival. This decrease in bars is exaggerated due to the Bristo Square impact over the last two years, but is reflective of a national decline in licensed trade, both generally and specifically in our sector.

Commercial update
11. As part of the preparation work involved in creating the overarching commercial strategy for the years ahead the commercial team have been working on outlet positioning plans which clearly defines the offer, target audience/market, design, look & feel and the development aspirations of each individual commercial space to ensure that we have sufficient differential and choice for our customer base. This work is ongoing and will be developed further as part of the business planning process which we undertake to align with our annual budgeting work which has now commenced.

12. The development works noted above being undertaken by the University Estates department at King's Building House commenced in December and are currently in full swing with an expected completion date of mid - late March. Whilst there is some disruption within the building we have created a temporary bar space and continue to operate the Mayfield bar food service as normal. Whilst this area was excluded from the Estates programme due to budgetary constraints we have commenced a redecoration programme of this area using our own internal works resource.

13. We have a number of key business opportunities within this semester and have turned our attention to planning for our Graduation Ball and Graduation ceremonies returning to McEwan Hall and the positive impact this has on our Teviot business and

we all look forward to the removal of the hoardings and the return of the newly landscaped Bristo Square.

14. Our Festival planning is progressing and we are developing a new concept for the Teviot Garden this year to modernise the space building on the development work undertaken within the Pleasance Courtyard during last year's festival.

Estates Update
15. Following joint working with Edinburgh College of Art to improve student access to the **Wee Red Bar**, the Association is now managing that facility, although benefitting from local expertise having transferred the incumbent manager to our Bars team. The space has benefitted from some University investment to improve the décor and facilities which we have supplemented to ensure a wider range of events can be accommodated and that the space is attractive and welcoming to students at any time. So far, feedback is positive; but we were always aware we had limited time resource in late 2016 and this would be an area of focus in the first half of 2017 so we anticipate making further improvements to this service over the coming months.

16. We have been settling in to the spaces completed as part of phase 1 of the **Pleasance** redevelopment – student feedback is positive and the spaces are popular and very well used by student groups in the evenings and at weekends. We have been deliberately developing daytime usage more slowly whilst some décor and furniture elements were being finalised. As Phase 2 is now underway we are planning our provision on site once the whole complex re-opens to students in September, with a new entrance linking us more closely with the Sports Centre, a comfortable and stylish café/bar/study/seating area, and refurbished meeting and performance/rehearsal spaces in 48a.

17. Looking forward, we are reaching a critical stage of the **Central Area Redevelopment** project. We have been working with university colleagues and the architects to refine the plans and our requirements for the space. We are very clear that the proposed redevelopment of the current Teviot with the extension represents opportunity for a significant step change in the quality of our facilities and spaces, and consequently on the student experience, and would enable some growth and support our future sustainability.

18. We are moving into the previous **Bank of Scotland space in Potterrow**, taking the opportunity to create a more welcoming and accessible reception and meeting space for members and visitors to the organisation, and to relocate some other student facing functions into the space, including support for student activities and ESCA (Edinburgh Students' Charities Appeal). We will also be able to utilise the space as a box office/ticket office for evening and weekend events, which will be much more suitable for volumes than the current 'pop up' box office arrangements we put in place for each event. This space has frustratingly been vacant for nearly 12 months now, so it is positive we can utilise it to enhance services.

Strategic Plan Review and Projects Update
19. Having almost reached the mid-point of our 2015-2019 Strategic Plan, we are currently reviewing progress in relation to our strategic plan and Key Performance Indicators and will be publishing this in due course. Our planning and financial year

runs from 1 April, so all teams are currently engaged in developing draft plans and budgets for the coming year, which will be finalised at our Trustee Board in March.

20. Our Strategic Plan to 2019 set out 8 key change projects. Key areas of focus over the last 18 months have been our Student Representative Roles review, Democracy and Governance, and Branding projects. As these have reached fruition, or have developed into embedded ongoing work, we are now moving on to focus on two other projects – Communications, and Staff Culture, Recognition and Reward. Learning from our experience over the last year or more, we know that a focussed approach has really ensured good progress can be made. To this end, we have some dedicated fixed term staff support to undertake work to develop our future Communications strategy, internal, external, and with members.   A small project team is leading work to define our Staff Culture, Reward and Recognition Project, which is extensive, with numerous work strands including pay benchmarking, staff benefits, and work to develop our staff culture (and related work to develop behaviours and standards) befitting our current values.

Student Activities
21. Our Give It A Go programme ran from 12 – 19 November, and aimed to encourage students to try out a new activity. The programme included around 80 events ranging from beginners dance classes, to sports tasters, to outdoor volunteering, coffee tasting, animal handling, and mindfulness. The week of events was also accompanied by a social media and video campaign to promote trying something new and involvement in societies. Following evaluation and debrief, we are now planning for 2017. This was the second year of running Give it a Go, and we are clear this is something to develop and embed as part of our Activities offer from now on. A brief overview of the outcomes this year:

> All targets for 2016 met and exceeded:
> • 73 events in 1 week (compared to 139 over 2 weeks in 2015)
> • Attendance at the 31 events which we measured = 1557 (target was 1200)
>
> Give It A Go met its goal of encouraging people to try something new:
> • 60% of attendees surveyed had never tried their event/activity before
> • On a scale of 1 – 5 with 5 being 'most likely', attendees rated the likelihood of doing the activity again at 4.34
> • Average enjoyment of events was rated at 4.63 out of 5.
>
>   All but one of the event hosts (Societies) surveyed would encourage their group to be part of Give It A Go again.

Student Representation and Democracy
22. Following approval of our new democratic structures, we have developed detailed role descriptions for the revised sabbatical roles, and other new and revised roles, including Activities reps and liberation reps. Our elections promotion begins early in semester 2, with nominations opening in mid February, voting from 13-16 March, and the results announced on 17 March. In preparation for all of the new roles we are reviewing the ongoing staff support provided to sabbatical officers, with a view to developing a new framework of support in the light of the new sabbatical officer structure.

23. We have also undertaken a long-term feedback and review session with the current officers to help determine revisions to the sabbatical officer summer training programme (which includes a 4 day residential training with the Association's senior management team), and to begin firming up plans for the handover period which begins on 29 May.

24. Court members may be interested to note that we have now held three Student Council meetings following our new processes, and at the last meeting in November, one of the motions voted upon fell within the threshold that requires us to put issues to an all student ballot – one of the brand new components of our democracy processes aiming to ensure more of the wider student body are involved in decision-making. The motion was put to all student ballot for 48 hours from 30 November – 1 December, with 1913 students taking part in this new ballot process – we were pleased to see the level of engagement with this new mechanism.

Reviewing and evaluating
25. Various teams have been evaluating the work they undertook during semester 1, particularly around new initiatives.

26. The **Activities Team evaluated the online Office Bearer training** piloted in September, and undertaken by over 1400 society office bearers.
- over 80% said they feel sufficiently prepared for the year ahead
- Over 80% said it was useful, very useful or extremely useful for their role as an office bearer
- Generally preferred to the initial in-person session
- Office bearers said this was 'Essential information' for their role.

27. Several constructive suggestions for development were made and are being acted upon. The training is now being refreshed and will be launched to new Office Bearers who take up post following society elections in March.

28. Our **Academic Representation Team evaluated the support for School Reps**:
- 100% of School Reps rated their overall experience as a Student Rep as 'Positive' or 'Very Positive'
- In the December 2016 survey, 0% of respondents believed that 'The atmosphere at Student Council is hostile and not supportive'. This is down from 27% from the July 2016 end of semester survey for the previous cohort of School Reps.
- Similarly, in the December 2016 survey 0% of respondents believed that 'Student Council is inaccessible', down from 18% in July 2016.
- 81% of respondents felt 'very supported' by Students' Association staff.

29. In addition, **the Advice Place** has submitted its annual report in preparation for review by the Senatus Quality Assurance committee Student Services Group, and the service is also preparing for external reaccreditation via Matrix (a national accreditation for information, advice and guidance providers, which is currently also held by the University Careers Service) in February.

Forthcoming events and campaigns

30. Led by Vice-President Societies and Activities Jess Husbands, **Mental Health and Wellbeing Week** runs from Monday 30 January, and aims to build upon last year's #LetsTalk messaging. Events include collaborative events with the Sports Union, Accommodation Services, Chaplaincy, and MIND and Scottish Association for Mental Health as well as wider outreach across all campuses to raise awareness and promote openness around discussing student mental health. The week complements and perhaps also acts as encouragement for other work across the University – including taking forward the outcomes from both the Mental Health Services Review undertaken in Spring 2016, and the recent Disability Review.

31. **SustainEd**, running from 16-20 February has been instigated by Vice-President Services Jenna Kelly, partly inspired by last year's Glasgow Goes Green festival. We are running the four day festival to raise awareness and involve students and the wider community in considering numerous aspects of sustainability in an accessible way, in collaboration with the Sustainability and Social Responsibility Department at the University. We have also partnered with others – including negotiating free venue space from City of Edinburgh council, which we see as the beginning of a fruitful partnership. Events include tree planting on the meadows, a keynote session with Andy Wightman (Green Party MSP), a sustainable Fashion Show showcasing Edinburgh College of Art talent to launch the festival, and the return of our sustainable food event.

32. **Gather Festival** runs from 4 March and aims to bring together home and international students and celebrate culture on campus. Gather is led by a student committee supported by our Global Co-ordinator, with some dedicated support from two student interns paid for by the International Office.

33. **Our annual Student Elections** promotion has already begun, with nominations opening on 13 February, a programme of candidate support and training following that, and voting running from Monday, 13 March to Thursday, 16 March with results announced on Friday 17 March. We have set an ambitious target of 25% voter turnout for this year, as part of our strategy to increase student participation – we have seen growth over the last two years and are optimistic. We are hopeful that the increased number of sabbatical positions and new opportunities for students from societies to get involved in our Activities Reps roles will see an increase in interest in standing for a position too. Information sessions for prospective candidates are taking place at the end of January/early February.

34. **'Celebration Season'** - this semester sees our Teaching Awards, Activities Awards, and Impact Awards take place. The Teaching Awards enable students to nominate academics and other support staff across a range of categories, and the Activities Awards and Impact Awards celebrate both group and individual student achievement and contribution to our campus community, acting as a showcase for the impact made by a range of Association-supported activities, including peer learning and support, student representation, societies, and international support. Further updates regarding these events and those recognised will be provided at future meetings.

Sabbatical officer updates

35. **Jess Husbands (VPSA)** has been working alongside various University departments to plan the second annual Mental Health and Wellbeing Week. She is also focused on changing policy and systems related to sexual harassment at the University level.

36. **Jenna Kelly (VPS)** has been coordinating a city-wide sustainability festival (Sustain.Ed) alongside Social Responsibility And Sustainability (SRS) and City Council. She has also been driving forward on the affordable student housing agenda with a number of workshops.

37. **Patrick Garratt (VPAA)** has been working closely with university colleagues to lay the groundwork for Student Partnership Agreements to be completed next year. He has also been planning a series of workshops around diversifying content and delivery of courses.

38. **Alec Edgecliffe-Johnson** has been working with Estates colleagues to tackle the numerous transportation issues across the Estate. He has also been working with the International Office and Development & Alumni to evaluate opportunities for greater student engagement with the University internationally.

Resource implications

39. There are no resource implications for this report because this report is retrospectively outlining existing projects.

Risk Management

40. Not applicable.

Equality & Diversity

41. Equality and Diversity considerations are implicitly included in this paper. EUSA represents the interests of a diversity of student groups and exists to maintain the equal representation of students and student groups.

Next steps/implications

42. Not applicable.

Consultation

43. All relevant Association Sabbatical Officers, staff members, student staff and members of our organisation. Any items relating to partnerships with other organisations or branches of the University include information provided by all participating stakeholders.

Further information

44. <u>Author</u>   <u>Presenter</u>
Alec Edgecliffe-Johnson   Alec Edgecliffe-Johnson
EUSA President
January 2017

Freedom of Information

45. This paper is open.

THE UNIVERSITY *of* EDINBURGH

UNIVERSITY COURT

6 February 2017

Nominations Committee Report

Committee Name
1. Nominations Committee.

Date of Meeting
2. 23 January 2017.

Action Required
3. Court is invited to note the key points from the meeting and the Higher Education Governance (Scotland) Act update.

Paragraphs 4 - 5 have been removed as exempt from release due to FOI.

Equality & Diversity
6. Improving the equality & diversity of Court membership is proposed as one of the core principles against which proposals to implement the Higher Education Governance Act will be assessed.

Further information
7. *Author*   *Presenter*
    Dr Lewis Allan   Ms Anne Richards
    Head of Court Services   Convener, Nominations Committee

Freedom of Information
8. This paper is closed.

UNIVERSITY COURT

6 February 2017

Knowledge Strategy Committee Report

Committee Name

1. Knowledge Strategy Committee.

Date of Meeting

2. 20 January 2017.

Action Required

3. Court is invited to note the key points discussed at the meeting.

Paragraphs 4 - 10 have been removed as exempt from release due to FOI.

Full minute

11. The full minute and papers considered are available at the following link:
https://www.wiki.ed.ac.uk/display/UCC/Knowledge+Strategy+Committee

Equality & Diversity

12. There are no equality and diversity issues associated with this report.

Further information

13. *Author*   *Presenter*
    Dr Lewis Allan   Ms Doreen Davidson
    Head of Court Services   Convener, KSC

Freedom of Information

14. The paper is closed.

THE UNIVERSITY *of* EDINBURGH

UNIVERSITY COURT

6 February 2017

Senatus Academicus Report

Committee Name
1. E-Senate.

Date of Meeting
2. 10 – 18 January 2017.

Action Required
3. To note the key points from the e-Senate meeting.

Key points
4. No observations were received on the draft resolutions contained in Paper e-S 16-17 2 E, *"Resolutions – Chairs"*:

Personal Chairs
Draft Resolution No. 1/2017:   Personal Chair of Common Law
Draft Resolution No. 3/2017:   Personal Chair of Global Agriculture and Food Security
Draft Resolution No. 6/2017:   Personal Chair of Paediatric Infectious Diseases and Global Health
Draft Resolution No. 7/2017:   Personal Chair of Corporate Finance
Draft Resolution No. 8/2017:   Personal Chair of Bioinformatics and Computational Biology

Establishment of Chairs
Draft Resolution No. 2/2017:   Chair of Economics
Draft Resolution No. 4/2017:   Chair of Economics
Draft Resolution No. 5/2017:   Chair of Business

Complete documentation
5.   http://www.ed.ac.uk/schools-departments/academic-services/committees/senate/agendas-papers

Equality & Diversity
6.   No key implications for equality and diversity were raised by Senate. All paper authors are asked to consider and identify equality and diversity implications.

Further information
7.   *Author*   *Presenter*
     Theresa Sheppard   Principal and Vice Chancellor Sir Timothy O'Shea
     Academic Services

Freedom of Information
9.   Open Paper.

UNIVERSITY COURT

6 February 2016

Resolutions

Description of paper
1. The paper invites Court to approve Resolutions to establish Chairs and change the names of existing Chairs in accordance with the agreed internal arrangements and the requirements as set out in the Universities (Scotland) Act 1966.

Action requested/Recommendation
2. Court is invited to approve the Resolutions presented in final format.

Background and context
3. In accordance with the Universities (Scotland) Act 1966, Court has powers exercisable by Resolution in respect of a number of matters. The Act also stipulates that Senate, the General Council and any other body or person having an interest require to be consulted on draft Resolutions.

Discussion
4.   In accordance with the agreed processes and with no further observations having been received from Senate, the General Council or any other body or person having an interest, Court is invited to approve the following Resolutions:

    Resolution No. 1/2017: Foundation of a Personal Chair of Common Law
    Resolution No. 2/2017: Foundation of a Chair of Economics
    Resolution No. 3/2017: Foundation of a Personal Chair of Global Agriculture and Food Security
    Resolution No. 4/2017: Foundation of a Chair of Economics
    Resolution No. 5/2017: Foundation of a Chair of Business
    Resolution No. 6/2017: Foundation of a Personal Chair of Paediatric Infectious Diseases and Global Health
    Resolution No. 7/2017: Foundation of a Personal Chair of Corporate Finance
    Resolution No. 8/2017: Foundation of a Personal Chair of Computational Biology

5. The full text of the Resolutions is available at:
https://www.wiki.ed.ac.uk/display/UCC/University+Court

Resource implications
6. There are no specific resource implications associated with this paper. Part of the approval process involved confirmation of the funding in place to support new Chairs.

Risk Management
7. There are reputational considerations in establishing and renaming Chairs and updating regulations, which are considered as part of the University's approval processes.

Equality & Diversity

8. There are no specific equality and diversity issues associated with this paper. However equality and diversity best practice and agreed procedures are adopted in appointing individuals to Chairs.

Next steps/implications

9. Senate and the General Council will be notified that these Resolutions have been approved. The list of approved Resolutions is annually reviewed and published on the University's website.

Consultation

10. Senate and the General Council have been asked for observations on the Resolutions and a notice has been displayed on the Old College notice board and published on the University website to enable observation from any other body or person having an interest to express observations.

Further information

11. _Author_
    Ms Kirstie Graham
    Deputy Head of Court Services
    January 2017

Freedom of Information

12. This paper is open.

THE UNIVERSITY of EDINBURGH
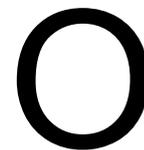
UNIVERSITY COURT

6 February 2017

Donations and Legacies to be notified

Description of paper
1.   A report on legacies and donations received by the University of Edinburgh Development Trust from 16 November 2016 to 16 January 2017, prepared for the Court meeting of 6 February 2017.

Action requested / Recommendation
2.   Court is invited to note the legacies and donations received.

Paragraphs 3 - 6 have been removed as exempt from release due to FOI.

Risk Management
7. There are policies and procedures in place to mitigate risks associated with funding activities including the procedure for the ethical screening of donations.

Equality & Diversity
8. There are no specific equality and diversity issues associated with the paper. Cognisance is however taken of the wishes of donors' to ensure these reflect the University's approach to equality and diversity and that these comply with legal requirements.

Next steps/implications
9. The University is grateful for the support provided to enable it to continue to provide high quality learning and research.

Consultation
10. This paper has been reviewed and approved by:
Chris Cox, Vice-Principal Philanthropy and Advancement and Executive Director of Development and Alumni.

Further information
11. *Author*
       Gregor Hall
       Finance Manager,
       Development & Alumni

Freedom of Information
12. Closed