



University Court
Liberton Tower Boardroom, Murchison House, King's Buildings
Monday, 29 April 2019

AGENDA

- | | | |
|----------|---|---------------|
| 1 | Minute
To <u>approve</u> the minute of the meeting and the note of the seminar held on 18 February 2019 | A1, A2 |
| 2 | Matters Arising & Review of Action Log
To <u>raise</u> any matters arising | A3 |
| 3 | Principal's Report
To <u>receive</u> an update from the Principal | B |

SUBSTANTIVE ITEMS

- | | | |
|----------|---|--|
| 4 | Student Experience Action Plan Update
To <u>consider</u> a paper by the Senior Vice-Principal | C |
| 5 | EUSA President's Report
To <u>receive</u> an update from the EUSA President | D |
| 6 | Strategic Finance & Planning <ul style="list-style-type: none">• Director of Finance's Report
To <u>consider</u> a paper by the Director of Finance• Planning Round 2019-22
To <u>approve</u> a paper by the Deputy Secretary Strategic Planning• Capital Prioritisation
To <u>approve</u> a paper presented by the Vice-Principal Planning, Resources & Research Policy• City Deal Skills Gateway
To <u>approve</u> a paper presented by the Senior Vice-Principal | E1
E2
E3
E4 |
| 7 | International Collaborations <ul style="list-style-type: none">• Low Carbon College
To <u>approve</u> a paper presented by the Senior Vice-Principal• Gujarat Biotechnology University
To <u>approve</u> a paper by the Head of School of Biological Sciences | F1
F2 |
| 8 | Estates: King's Building Nucleus
To <u>approve</u> a paper presented by the Vice-Principal Planning, Resources & Research Policy | G |

ITEMS FOR NOTING OR FORMAL APPROVAL

- | | | |
|-----------|--|--|
| 9 | Outcome Agreement 2019-20
To <u>approve</u> | H |
| 10 | EDMARC Staff and Students Report 2018
To <u>approve</u> | I |
| 11 | CAHSS Reorganisation of Endowments
To <u>approve</u> | J |
| 12 | Committee Reports <ul style="list-style-type: none">• Exception Committee• Policy & Resources Committee• Nominations Committee• Audit & Risk Committee• Knowledge Strategy Committee• Senate | K1
K2
K3
K4
K5
K6 |
| 13 | Resolutions
To <u>approve</u> | L |
| 14 | Donations and Legacies
To <u>note</u> | M |
| 15 | Any Other Business
To <u>consider</u> any other matters | |
| 16 | Date of Next Meeting
Monday, 17 June 2019 | |



UNIVERSITY COURT

18 February 2019

[DRAFT] Minute

- Present:** Anne Richards, Vice-Convener (in chair)
The Principal, Peter Mathieson
Doreen Davidson, General Council Assessor
Ritchie Walker, General Council Assessor
Sarah Cooper, Senate Assessor
Claire Phillips, Senate Assessor
Jo Craiglee, Non-Teaching Staff Assessor
David Bentley, Co-opted Member
Robert Black, Co-opted Member
Alan Johnston, Co-opted Member
Clare Reid, Co-opted Member
Susan Rice, Co-opted Member
Eleri Connick, President, Students' Association
Kai O'Doherty, Vice-President, Students' Association
- In attendance:** Angi Lamb, Rector's Assessor
University Secretary, Sarah Smith
Senior Vice-Principal Charlie Jeffery
Vice-Principal David Robertson
Vice-Principal Moira Whyte
Gavin McLachlan, Chief Information Officer & Librarian to the University
Lee Hamill, Director of Finance
Tracey Slaven, Deputy Secretary Strategic Planning
Gavin Douglas, Deputy Secretary Student Experience
Gary Jebb, Director of Estates
Theresa Merrick, Director of Communications and Marketing
Lewis Allan, Head of Court Services
Vice-Principal Chris Cox (for Item 10)
- Apologies:** Ann Henderson, Rector
Edward Bowen, Chancellor's Assessor
Frank Ross, Lord Provost of the City of Edinburgh
Alan Brown, General Council Assessor
Elizabeth Bomberg, Senate Assessor
Alexander Tudhope, Senate Assessor
Frank Armstrong, Co-opted Member
Perdita Fraser, Co-opted Member

1 Minute

Paper A1

The Minute of the meeting held on 3 December was approved subject to two minor amendments.

Lee Hamill was welcomed as Director of Finance from 1 January 2019. Court recorded its congratulations to four staff members recognised in the 2019 New Year Honours: Jonathan Seckl OBE, for services to endocrinology; Anna Meredith OBE, for services to animal welfare; Ian Deary OBE, for services to the social sciences; and, Fiona Alderson BEM, for services to engineering and education.

2 Matters Arising & Review of Action Log

Paper A2

There were no matters arising. The action log was reviewed, noting that the City Region Deal's University Grant Agreement document is under development. Further detail on next steps for actions was requested for future iterations.

3 Principal's Report

Paper B

Court noted the contents of the report and considered the Principal's reflections on his first year in office, with a focus on the local and Scottish context of the University over the past twelve months. Additional focus on the UK and international context is planned for the following year, particularly in relation to Brexit, the Universities Superannuation Scheme (USS) and the ongoing review of post-18 education in England and any cross-border implications.

USS consultations on the 2017 and 2018 valuations and the role of the Court USS Sub-Group in providing advice on consultation responses from lay Court members who are not USS members was discussed. Topics raised in the 2018 valuation consultation including contingent contributions and negative pledges were discussed.

4 University Leadership Structure

Paper C

Individuals named in the paper absented themselves from the meeting for the duration of the item.

The Principal presented a paper clarifying the senior leadership structure and presented proposals for the future role of Vice-Principals and Assistant Principals. Court welcomed the paper and the proposal to extend Vice-Principal titles to the three heads of the Professional Services Groups and discussed the distinction between the Senior Leadership Team (a smaller body which discusses matters of strategic importance at an early stage and operationally focused items when a shared agreement among the senior leadership is beneficial, often in 'pre-decision' mode) and the University Executive (a larger body with operational decision-making authority, including all members of the Senior Leadership Team), with the membership and remits of both and an updated organisational structure diagram to be circulated. Senior leadership for the equality and diversity portfolio was discussed, with the Vice-Principal People & Culture taking up a new role at the University of Bristol, with this to be finalised and communicated in due course.

Court approved the appointment of three new Vice-Principal positions for terms of office until 31 July 2022:

- Vice-Principal Strategic Change & Governance and University Secretary Sarah Smith;

- Vice-Principal Business Development and Director of Corporate Services Hugh Edmiston; and,
- Vice-Principal and Chief Information Officer Gavin McLachlan.

Court approved the extension of the terms of office until 31 July 2022 for the following Vice-Principals:

- Senior Vice-Principal Charlie Jeffery;
- Vice-Principal Planning, Resources & Research Policy Jonathan Seckl;
- Vice-Principal High Performance Computing Richard Kenway;
- Vice-Principal Data Science Andrew Morris;
- Vice-Principal Philanthropy & Advancement Chris Cox;
- Vice-Principal International James Smith; and,
- Deputy Vice-Principal International Alan Mackay.

Court noted the extension of the terms of office for the remaining Assistant Principals until 31 July 2021 and the terms of this extension.

SUBSTANTIVE ITEMS

5 Student Experience Plan

Paper D

An update on the Student Experience Plan was reviewed, with work underway to establish costings for individual projects to enable calibration against other priorities within planning round discussions and a standing sub-committee of the University Executive set up to oversee the Plan.

The following points were raised in discussion:

- The potential for ‘quick wins’ alongside longer term improvements should be explored;
- The plan for the review of the Personal Tutor system is complete and the review will begin shortly;
- Consolidating the 70+ projects into a smaller set of workstreams;
- The importance of maintaining a clear link with staff experience activities and a joined-up approach given interdependencies;
- Measuring success in a more sophisticated means than existing surveys; and,
- Using communication of the student experience projects for community building.

6 EUSA President’s Report

Paper E

The Students’ Association President reported on recent developments. Members discussed the proportion of EUSA employees paid the real living wage, with the Association committed to increasing the proportion in future years and balancing commercial activity on University sites during the Edinburgh Festivals with commercial opportunities for EUSA – to be considered further within the Planning Round.

The report was noted and an amendment to the EUSA Democracy Regulations to introduce a Trans & Non-Binary Liberation Officer approved.

7 Director of Finance's Report

Paper F

The most recent monthly management accounts excluding subsidiaries (December 2018, Period 5), the latest iteration of the Ten Year Forecast including initial scenario analysis and pensions updates were reviewed. Work to improve the accuracy of quarterly forecasting ahead of the Quarter 2 forecast is underway, with overly conservative projections of income growth made in Quarter 1. Levers available, should Key Performance Indicators show weak performance, were discussed; including capital prioritisation and planning to achieve greater income growth and cost control, to be presented to the next Court meeting.

8 Brexit Update

Paper G

An update on potential impacts from the UK's planned departure from the European Union on 29 March 2019 was reviewed. The continuing uncertainty over the terms of departure and possible extensions to the departure date was noted. Court discussed: possible changes to government funding for EU students; the recruitment of non-EU international students, with figures to date for 2019/20 entry highly encouraging; existing foreign currency holdings; supply chain implications; and, reputational impacts to the UK university sector as a whole, including attractiveness to EU and non-EU staff and access to EU research funding. The importance of staff and student communications at time of uncertainty, including regularly updating the frequently asked questions section on the University website was agreed, with a meeting date for the Court EU Sub-Group to be identified before the end of March if required.

9 External Effectiveness Review

Paper H

The report of the external effectiveness review and covering note from the Convener of Nominations Committee, which had acted as the working group during the course of the review, was considered. On behalf of Court, the Vice-Convener thanked David Newall, external facilitator of the effectiveness review and Alan Johnston, lead Court member for the review. Nominations Committee had agreed that the report be presented to Court without seeking amendments and proposed that two of the report's five themes: People; and Structure and Process, be prioritised for follow-up action. Court welcomed the report, agreed with the prioritisation of the People and Structure and Process themes and agreed that the report be published in full on the University's website.

The following points were raised in discussion:

- For the People theme, succession planning and continuing the recruitment of high calibre new Court members will be the top priority in responding to the report and taken forward by Nominations Committee;
- For the Structure and Process theme, more opportunity for detailed discussion of key strategic items should be created on Court agendas, including opportunity to comment on significant early stage proposals – to enable this, the Delegated Authority Schedule should be reviewed to enable more routine items to be approved at committee level;

- How Court provides constructive challenge to the senior management, noting that this occurs at committee level and also outside of formal meetings – committee reports could illustrate challenge at this level more;
- The size of Court, substantially larger than most boards outside of the higher education sector, can be a disadvantage in effective and efficient operation. Court members typically report that that it takes a year of membership to develop a detailed understanding of the University, given its size and complexity – further improving induction arrangements and introducing shadowing opportunities would assist.

ITEMS FOR NOTING OR FORMAL APPROVAL

10 Development & Alumni Annual Report

Paper I

The annual report on the University's philanthropic and alumni relations activities for 2017/18 and interim update on progress in 2018/19 was reviewed. Court welcomed the strong performance in philanthropic giving for the year and discussed:

- The proportion of alumni donors, currently the third highest in the UK, while noting that non-alumni donors are also often significant benefactors to universities, including Edinburgh;
- Improving Court visibility of alumni events; and,
- Engaging current students and recent alumni, including using the new Platform One online community to offer career advice and mentoring.

11 Draft Ordinances: Senate, General Council & Court

Paper J

The following draft Ordinances were considered and approved for transmission for statutory consultation:

- Composition of the Senatus Academicus;
- General Council Membership and Registration; and,
- Election of Chancellor and Chairing of General Council Meetings.

A minor amendment to the draft Composition of Court Ordinance was approved and authority delegated to the University Secretary to agree any further non-material changes to the Ordinance if requested by the Scottish Government or Privy Council.

12 Committee Reports

- **Exception Committee**

Paper K1

The following matter approved by Exception Committee on behalf of Court was noted: Core Systems (Phase 1) Procurement – overall estimated project and service costs of £23.9M, delegation of authority to the Principal to approve the external contracts awarded through the procurement process to the estimated value of £17.9M; authority for the University Secretary and the Chief Information Officer and Librarian to the University to sign the contracts; and, delegation of the budget to the Service Excellence Programme Board governance structure to administer during the implementation project and to Information Services Group to manage the recurrent budget, service and contracts following completion of the implementation project.

- **Court Universities Superannuation Scheme (USS) Sub-Group** **Verbal**

The Sub-Group Convener reported on this morning's meeting to consider a response to the Universities UK consultation on the 2018 valuation. A final draft response will be circulated to the Sub-Group before the consultation closes on 13 March.

- **Policy & Resources Committee** **Paper K2**

The report was noted.

- **Nominations Committee** **Paper K3**

The report was noted and an amendment to Court's Standing Orders was approved to allow for newly appointed co-opted Court members to be appointed for a term of office for up to four years subject to satisfactory appraisal and any probationary periods that may be applied.

- **Knowledge Strategy Committee** **Paper K4**

The report was noted.

- **Senate** **Paper K5**

The report was noted.

13 Resolutions **Paper L**

The following draft resolution was referred to the General Council and Senate for observations: Draft Resolution No. 7/2019: Code of Student Conduct.

The following resolutions were approved:

Resolution No. 64/2018: Foundation of a David Hume University Chair of Economics

Resolution No. 1/2019: Foundation of a Chair of Inorganic Chemistry

Resolution No. 2/2019: Alteration of the title of the Chair of Mathematics (third)

Resolution No. 3/2019: Foundation of a Chair of General Practice

Resolution No. 4/2019: Foundation of a Chair of Primary Care and Multimorbidity

Resolution No. 5/2019: Boards of Studies

14 Donations and Legacies **Paper M**

Donations and legacies received by the Development Trust from 13 November 2018 to 25 January 2019 were noted.

15 Any Other Business

There was no other business.

16 Date of Next Meeting

Monday, 29 April 2019



UNIVERSITY COURT

29 April 2019

Principal's Report

Description of paper

1. The paper provides a summary of the Principal's main activities since the last meeting of the University Court.

Action requested/ Recommendation

2. Court is invited to note the information presented. No specific action is required of Court, although members' observations, or comment, on any of the items would be welcome.

Background and context

3. The report summarises key issues for the University and the Principal's engagement with regard to local, national, international and sector-wide developments and activity.

Discussion

4. Court will be aware of the news that Senior Vice-Principal Professor Charlie Jeffery has been appointed as the next Vice-Chancellor of the University of York. Although sorry to see Charlie go, we are delighted at his success and look forward to working with him in his new capacity.

5. The ramifications of Professor Jeffery's departure, alongside that of Professor Jane Norman, are the subject of an all-staff e-mail sent out on 9 April, Appendix 1, and I will keep Court apprised of our thoughts on this as matters progress.

6. The above changes to the University's Senior Leadership are partially offset by the appointment of our new Vice-Principal Students, Professor Colm Harmon, who will be joining us from the University of Sydney in October. Professor Harmon impressed the Appointments Committee with his deep understanding of the challenge facing Edinburgh including: the need to take a holistic approach in all of our student interaction from application onwards; his extensive relevant experience in a large research intensive university comparable to Edinburgh; proven delivery of large scale curriculum change; his strong and credible personal style alongside his first rate references.

7. Sadly, my duties in the last few weeks have included attending the funeral in Glasgow of Professor Jason Reese, our Regius Professor of Engineering, who died as the result of a cardiovascular catastrophe (which happened on campus and I should say was promptly and impressively managed by a staff member and a student, who did everything possible in the circumstances) plus attending a very moving memorial service for Stuart Elliott, a PhD student and teacher at Moray House who was killed whilst cycling in Portobello. The sad news doesn't end there because in recent weeks we have also lost Peter Pukler, a PhD student who suffered a cardiac arrest at home and although he survived to hospital, the consequences proved irrecoverable, and Sam Younger, a third year undergraduate

killed in a car accident. This tragic series of premature losses of young lives is sobering and the only positive is the strength of the reaction and the support for the bereaved loved ones which has illustrated the strong sense of community that exists in the University. Finally, on 6 April I hosted and introduced a celebration of the life and work of Sir Michael Atiyah in the Playfair Library. Sir Michael died in January: he was one of the world's leading mathematicians, an Honorary Professor here and a former President of both the Royal Society and the Royal Society of Edinburgh, one of only two people in history to have this twin distinction.

8. Since the last Court meeting, I held a town hall meeting at King's Buildings (KB) where I enjoyed interacting with a large group of students, discussing a range of topics with them including changes to the support for study policy, disability support matters, KB study spaces and post study work opportunities for international students. I met separately with a couple of our Postgraduate students and heard from them their thoughts on enhancing teaching and learning and mental health and wellbeing at Edinburgh.

9. Along with my Senior Team I have been working on setting the University on the right course to meet our strategic ambition in a financially sustainable way through the planning round deliberations. These have been positive and constructive sessions where the need to think about "One University" in a cohesive way has been uppermost.

10. It is worth noting the government interest that the City Region Deal is bringing to the University with the excellent new Bayes Centre facility being showcased very effectively, recent visitors including Derek Mackay MSP, Scottish Government Cabinet Secretary for Finance, Economy and Fair Work and Richard Lochhead MSP, Minister for Further Education, Higher Education and Science; plus the recent visit to Little France to hear about the Usher Institute of Jeanne Freeman MSP, Cabinet Secretary Health and Sport.

Selected meetings and events during February 2019 – April 2019

11. University

- Participated in Professor James Boardman's inaugural lecture on 'The developing human brain'.
- Participated in the 'Education for All' dinner, hosted by the Chancellor, HRH The Princess Royal, at Buckingham Palace and organised by Development and Alumni.
- Welcomed attendees of the University's Collections Showcase Event.
- Addressed attendees of the College of Arts, Humanities and Social Sciences 'World-leading Research: A Celebration of Impact' event.
- Welcomed attendees of the Dr Helen Pankhurst Lecture, held in the Playfair Library Hall.
- Welcomed attendees at the inauguration of Shirley Hall by Dame Stephanie Shirley, Richard Lochhead MSP also participated.
- Participated in Edinburgh Neuroscience Day, a flagship day for the University's neuroscience research community.
- Enjoyed Professor Kev Dhaliwal's inaugural lecture on "Seeing and Sensing the Inner Cosmos".

- Participated in a vigil in response to the New Zealand attacks, held in George Square.
- Met with Matt Hutnell, Director of Santander Universities, for an update meeting.
- Met with Dr Brian Lang CBE, Chief Executive and Deputy Chairman of The British Library, and former Principal and Vice Chancellor of the University of St. Andrews.
- Closed the Near Future Teaching event, held at Inspace in Informatics.
- Opened the Sustainability Awards Celebration event.
- Participated in Professor Fabiola Gianotti's 2019 Ailsa Sparkes Memorial Lecture.
- Participated in the launch event of a 'smoothie bike' a bike whose wheels drive a blender to make smoothies, the result of a project for the University's Sustainability Awards by staff and students at Salisbury Court.
- Participated in the 'Good practice Showcase' at the Royal (Dick) School of Veterinary Studies.
- Opened the launch of the College of Science and Engineering Female-only Sabbatical Scheme.
- Participated in the Student Association's Student Awards.
- Participated in the 'We are Edinburgh: End of Semester Takeover of the McEwan Hall' event.

12. *Edinburgh and Scotland*

- Participated in the launch of the Asia Scotland Institute seminar on Japan-UK relations, organised in partnership with the Consulate General of Japan.
- Participated in the Scottish Enterprise Dinner for the Life Sciences Community at the Edinburgh International Conference Centre (EICC).
- Participated in The Social Bite Fund "evening with Malala Yousafzai" at the EICC.
- Met with Tracy Black, Director of CBI Scotland and Graham Hutcheon, Chairman CBI Scotland.
- Chaired the Confucius Institute for Scotland Advisory Board meeting.
- Participated in the 2019 Edinburgh Medal Address hosted by the Lord Provost of Edinburgh and Edinburgh Science Festival.
- Welcomed H.E. Ambassador of Romania to the UK Dan Mihalche who delivered a talk at the University entitled 'Romania's Plans for Europe'.
- Participated in the BBC Scotland Channel launch.

13. *Sector*

- Hosted an Edinburgh Principals' Dinner at Regent Terrace.
- Participated in Universities UK meetings in London.
- Welcomed attendees of the Heads of University Management & Administration Network Europe Professional Pathways Programme.
- Met Professor Andrew Atherton, the new Principal and Vice-Chancellor of the University of Dundee.
- Participated in the Ditchley Foundation conference on "Modern Education: what is the purpose of education today? Whom should we be educating, and how?"

- Participated in Scotland's Rural College Reception at the Scottish Parliament that was hosted by Emma Harper MSP, with John Swinney MSP, Deputy First Minister and Cabinet Secretary for Education & Skills as keynote speaker.
- Participated in the Strategic Dialogue meeting with Scottish Funding Council members.
- Met with Sir Eldryd Parry and discussed health partnerships.
- Hosted and chaired a meeting of key Edinburgh colleagues with the Festivals Edinburgh Board.

14. *Public Affairs*

- Participated in the CBI Scotland Holyrood Reception.
- Welcomed Richard Lochhead MSP, Minister for Further Education, Higher Education and Science, who was on a visit to Old College and the Bayes Centre to learn more about Data Driven Innovation Hub.
- Met with Tavish Scott MSP, to discuss amongst other things the impact of Brexit and Widening Participation policies.
- Accompanied Jeane Freeman MSP, Cabinet Secretary Health and Sport during her visit to the Edinburgh Medical School where she met undergraduate medical students and toured the Clinical Skills Lab and the Anne Rowling Clinic.
- Met with John Swinney MSP, Deputy First Minister and Cabinet Secretary for Education & Skills along with Dr Tim Bradshaw, Chief Executive of the Russell Group.
- Chaired the first meeting of the Steering Group for a piece of work commissioned by the Industrial Strategy Council to construct a map of the contributions of Universities and Colleges UK-wide to social well-being and prosperity development.

15. *International*

- Held a series of meetings and events in Mainland China and Hong Kong alongside Vice-Principal Philanthropy and Advancement Chris Cox.
- Participated in opening events of Zhejiang University International Campus at Haining along with strategic meetings and the formal signing of the establishment of our new Biomedical and Health Translational Research Centre, along with senior colleagues from the College of Medicine and Veterinary Medicine.
- Met with: the Morningside Scholars of Zhejiang University; Ronnie Chan, Asia Society Hong Kong, Trustee of the Morningside Foundation and Chairman, Hang Lung Group Limited; Professor Paul Tam, Provost and Deputy Vice-Chancellor, University of Hong Kong; members of the Edinburgh Alumni Association of Hong Kong Committee; Kate Richdale, Partner & Co-Chairman of Asia (Ex Japan) Investment Banking Division, Goldman Sachs; Dr Victor Fung, Group Chairman of Li & Fung group of companies; Dr Adrian Cheng, Chairman, Hang Lung Group Limited and Mrs Jennifer Cheng; Victor Lap-Lik Chu, Chairman and CEO of First Eastern Investment Group; Patrick Lam, Chief Executive Officer and Executive Director of FSE Holdings Limited; Kai-Yen Wong, Director at KC Wong Education Foundation and Director at Magna Development Holdings Limited; Dr Y K Pang, Deputy Managing Director, Jardine Matheson Holdings Limited, Chairman of Jardine Pacific and

Chairman and Chief Executive of Jardine Motors; the University of Edinburgh Hong Kong Foundation Directors.

- Enjoyed meeting the Rector of Leiden University Professor Carel Stolker and his team who were visiting to discuss European Strategic Partnerships.

Strategic Dialogue Meeting

16. On 27 March, the University hosted a Strategic Dialogue Meeting (SDM) with the Scottish Funding Council (SFC). Every three or four years, SFC visits each Scottish institution, with the aim of strengthening relationships and to allow SFC to enhance their understanding of individual institutions. Our last such visit was in 2015. At an SDM, SFC ask to meet with a range of people, including senior management, Court members, staff and students in a series of discussion sessions. SFC were represented by their Chair, Mike Cantlay and another Board Member, their new Chief Executive Karen Watt, and other senior staff.

17. Representatives from the University's Senior Leadership Team and Court members Perdy Fraser and Bob Black contributed to a structured discussion session on three topics: i) governance and financial sustainability, ii) the University's new Strategic Plan, and iii) City Region Deal. The first topic was chosen by SFC, with the second and third being chosen by the University. The main objective to this part of the meeting was to convey to SFC the context in which we are operating. Discussions on these topics were convivial with a good two-way dialogue, coupled with the opportunity to showcase our activities. After a tour of the Bayes Centre, led by Professor Dave Robertson and Dr Michael Rovatsos, SFC discussions continued in private with a selection of self-nominated staff from across the University, followed by a session with a selection of self-nominating students. We were particularly pleased at the level of interest we received from staff and students for these sessions, and feedback from SFC indicated that engagement, enthusiasm and pride from these communities came across strongly. Feedback from SFC about the SDM has been positive. SFC left with a better understanding of the University. We all have a sense that relationships between SFC and universities including ours are improving.

Resource implications

18. There are no specific resource implications associated with the paper.

Risk Management

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

Equality & Diversity

20. No specific Equality and Diversity issues are identified.

Next steps/implications

21. Any action required on the items noted will be taken forward by the appropriate member(s) of University staff.

Consultation

22. As the paper represents a summary of recent news, no consultation has taken place.

Further information

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

24. Author and Presenter

Principal and Vice-Chancellor Professor Peter Mathieson
12 April 2019

Freedom of Information

25. Open Paper



THE UNIVERSITY
of EDINBURGH

Vice-Principal Changes

To: All Staff

Dear colleague,

I am writing to update you on important news regarding some of the Vice-Principals of the University of Edinburgh. I am sure that you will have shared my mixed feelings about the recent news that two highly valued members of my team will be moving on to new challenges. Professor Jane Norman is heading to the University of Bristol to take up the role of Dean of the Faculty of Health Sciences and Professor Charlie Jeffery will be the next Vice-Chancellor of the University of York. We are sorry to see them go but also delighted for their success. I want everyone at Edinburgh to know that their leaving will not be allowed to create any loss of momentum on the areas on which they were leading here. In Jane's case many important aspects of equality and diversity, sexual harassment, institutional culture and other people issues have been greatly progressed. Charlie provided strong leadership of the teaching and learning agenda, development of our action plan for various aspects of the student experience and external engagement including lots of work around the Edinburgh and South East Scotland City Region Deal. Of course, these vital areas cannot be the responsibility of any one person: I and my whole senior team must lead on their delivery and we will continue to be dependent on all of you to work with us to ensure we deliver on these priorities. The division of Jane and Charlie's leadership responsibilities to other members of the team is the subject of active planning right now. Our shared commitment to improving both the student and staff experience remains a top priority for me and for the entire Senior Leadership Team.

We will be assisted in the new era by the addition of a Vice-Principal (Students) and I am very pleased to announce that we have now appointed Professor Colm Harmon to this post. Colm will be joining us from the University of Sydney at the start of October, and as a member of my Senior Leadership Team, will hold the strategic responsibility behind improving the student experience across the University. Professor Harmon is currently Vice-Provost (Academic Performance) and Professor of Economics, University of Sydney. Professor Harmon has been at the University of Sydney since 2012, first as Head of the School of Economics and more recently as Vice-Provost. Prior to this his academic career was at University College Dublin, most latterly as Professor of Economics and Director of the Geary Institute.

I am sure you will all join me in welcoming Colm to the University later this year and in wishing Jane and Charlie all the very best for the future. Our programme of change management here, addressing the issues raised by last year's Staff Survey and the learning from various indices of student satisfaction over the years, will help to ensure that the University of Edinburgh is an even better place to work and study.

With my best regards,
Peter



UNIVERSITY COURT

29 April 2019

Student Experience Action Plan Update

Description of paper

1. We have previously proposed and Court has supported a holistic, multi-strand programme of work to address the student experience at Edinburgh and move rapidly towards a culture in which our students feel cherished and our staff feel energised by their work with and for students.

Action requested/Recommendation

2. Court is invited to note and discuss the update.

Background and context

3. We have set out 6 major strands of work to support the goal that our students should experience:

- Consistently excellent teaching;
- An inspiring curriculum;
- Excellent student support and customer service;
- Excellent facilities (physical and virtual) and inter-campus transport;
- A strong sense of belonging and community, underpinned by a strong student voice in University decision making; and,
- An environment in which “things run smoothly” when it comes to the organisation and management of learning and teaching.

4. Underpinning this work would be:

- Enhanced leadership development and support for key leaders, focussed initially on Heads of School; and,
- Strengthened internal communications for staff and students.

5. We have identified over 70 different strands of work / projects – some already funded and underway, others still under development and unfunded – which taken together constitute the bulk of the student experience work being undertaken or planned at the University. We have used a programme management methodology to plan, cost, evaluate and prioritise these projects, resulting in a significant, structured programme of work over the next 3+ years to take the most important work forward.

Discussion

What are we proposing?

Excellent teaching

6. Four projects:

- One to take forward the work done to date on recognition and reward for excellence in teaching at the University;

- One to develop a set of principles for workload allocation models (WAM's) and ensure that staff are given appropriate time to prepare for and deliver excellent teaching, and develop their own pedagogic skills;
- A project to evaluate and improve the consistency of the implementation of mid-course feedback, and seek views on extending it to Postgraduate Taught Students; and,
- A review of the processes behind, usefulness and timeliness of information Course Enhancement Questionnaire.

Inspiring curriculum

7. Three projects:

- A review of joint degree arrangements within College of Arts, Humanities & Social Sciences;
- Take forward the recommendations of the Near Future Teaching project; and,
- A formal curriculum review to be led by the new Vice-Principal Students.

Excellent student support and service

8. 10 projects:

- Carrying out a “nothing off the table” review of the student support eco-system and implementing the recommendations;
- 3 linked projects to implement the University’s Student Mental Health and Wellbeing Strategy including work on digital infrastructure for student wellbeing and e-safety;
- Developing a series of administrative support “hubs”, one on each campus, that integrate services currently delivered in different locations by different professional service groups;
- A range of measures to tackle sexual violence on campus and improve support for survivors;
- 3 linked projects to enhance student employability including support for Widening Participation students, mentoring through alumni and support for transition into and beyond University; and,
- A pilot project to develop customer service excellence in a number of departments including at least one School and a number of professional services led areas.

Excellent facilities and transport

9. 10 projects:

- A review of and increased funding for sustainable models for inter-campus transport;
- A scheme to use student helpers to ensure teaching spaces are well set up at the start of each class coupled with a project to deliver remote support for all staff teaching in central teaching spaces;
- Enhanced / real time information for students on location and availability of study spaces;
- Increased provision of electronic reading lists;
- Further investment in upgraded audio-visual equipment across the centrally managed teaching estate;
- Costs to open up to 3 Learning and Teaching spaces with extended opening hours;

- A project to deliver a “conversational interface” to make it easier for students (and others) to find information on our website;
- A programme of digital skills training for professional services staff; and,
- A “subtitling for media service” project to support digital skills development for accessibility and inclusion.

Sense of belonging & community

10. 9 projects:

- A project to increase the range and impact of peer support schemes across the University;
- A review of student induction and welcome week arrangements;
- Establish a task force to investigate and recommend ways in which the University could strengthen student community;
- Complete the overhaul of the Student Representative System being led by the Students’ Association;
- Fund a range of activities to “show we care” about our students e.g. giving free access to iconic spaces such as McEwan Hall for some student activities;
- Introduction of an on campus student talent bank; and,
- Three linked enhancements in timetabling: to deliver a teaching-free Wednesday – a project to deliver our commitment to manage the travel time between teaching classes – and a project to enhance the amount of information available on student timetables (e.g. include details of lecturers for any given event) (all currently unfunded).

“Things run smoothly”

11. A range of projects, most of them all embedded within Service Excellence, aimed at enhancing service to students – supporting professional services staff and academic staff better – and saving money:

- A single service to support all working and studying away;
- A single timetabling unit supporting timetabling across the entire University;
- An integrated student finance service for all student finance related matters;
- Creation of a single golden copy of programme and course information;
- A new team to manage all special circumstance applications up to a certain point;
- A new enquiry management system, revamped website and enhanced suite of communications and events to support student recruitment;
- A project to develop and enhance the student data dashboards to ensure that leaders across the institution have access to high quality and comprehensive information on the quality of the learning and teaching experience in their respective areas (also funded and started); and,
- Additional investment in EUCLID (student record system) upgrades to address current “burning platform” concerns about system response times and the assessment and progression tools area of the system (currently unfunded).

Leadership

12. 2 projects:

- A project to review the role and development needs of Heads of School (HoS) and those aspiring to be HoS (currently unfunded);

- An ongoing review of Senate and its committees (academic governance) – funded and started.

Methodology

13. We have built a database of project information and costs for each of the 70+ projects.

14. We have scored all of the projects against a common methodology, using a Red-Amber-Green approach for a range of criteria e.g. timeframe, number of students who are *likely* to benefit, project costs, “is the project “just” a pilot or is it intended to deliver substantive change?”

15. We have then attributed weightings to each of the attributes to refine the scoring further. High weighting has been given to:

- Number of students likely to benefit
- Benefit / project correlation
- Compliance (though very few of the projects are compliance driven)

16. Medium weighting has been given to

- Costs

17. All other project attributes have been given a moderate or low weighting.

18. The effect of this is clearly to prioritise projects that will be of benefit to large numbers of students, and that are well structured, and within that, to those that are less expensive.

19. This does mean that some (to date) high profile projects, such as curriculum review, score less well because – while potentially hugely impactful – they are very expensive and slow to deliver. In fact we have included curriculum review in the list of funding requests nonetheless – we see the scoring as a guide to prioritisation, but very much recognise that ultimately choosing what to invest in requires management choices to be made and expect our new Vice-Principal Students, Colm Harmon, will want to initiate this work.

Resource implications

20. Funding is being sought through the planning round to set up and deliver the above programme. Indicative costs:

2019/20	£4.1 million
2021/21	£5.9 million
2021/22	£5.3 million
Total	£15.3 million

Risk Management

21. Failure to continue enhancing the student experience and meet student expectations for both learning/teaching and other elements of student life may lead to reputational damage and affect the University’s ability to attract the brightest and best students in the future.

Equality & Diversity

22. There may be equality and diversity implications to be considered for new or revised policies or practices required by the plan.

Next steps/implications

Evaluation

23. Our approach to date has been to ensure that all proposals within this plan can be structured as projects with associated milestones, deliverables and costs. Once up and running and a programme management structure is in place, we can therefore report regularly to the University Executive and other bodies on progress with each project as well as the overall programme; emerging project risks and issues can easily be escalated and management can review whether and how to intervene.

24. It will be more difficult to track the outcomes and impacts of each project / the programme as a whole, however we believe that this is in fact the most important evaluation of all. While ultimately we would expect to see improvements to teaching, support, facilities and services to be reflected in satisfaction surveys (National Student Survey (NSS), Postgraduate Taught Experience Survey (PTES) etc), we need to ensure there is a more granular outcomes framework for each project that sets out -

- The project deliverables and timescales
 - The intended outputs
 - The desired outcomes
- and shows how each of these will be measured.

25. By way of example, for the development of Student Hubs this might look like:

	DELIVERABLE	OUTPUTS	OUTCOME / IMPACT	QUESTIONNAIRE METRIC
	Hub opened on (central) campus by Jan 2020	a) # of student queries received in first 12 months b) %age fully resolved at front line in first 12 months	Students can access core UoE services / transactions at a time and place that suits their needs	NSS – organisation and management PTES – resources and services
MEASURE	Project milestone	Hub MI from enquiry management system	Student survey or similar (needs baselining at early stage in project)	

26. As part of the programme delivery costs, we have included budget for consultancy or staff resource to help project leads with identifying, confirming and agreeing their outputs and outcomes, as well as how best to measure these.

Consultation

27. The proposals in this paper were reviewed by the University Executive Sub-committee (set up to oversee the development and implementation of this plan) earlier in April and will be discussed by both the Senior Leadership Team and the full University Executive before this meeting of Court. The Sub-committee considered the approach taken to development of the programme and evaluation of the projects and were supportive. They also highlighted the considerable complexity of the programme and suggested that - at least for communications purposes – it would be necessary to simplify the portrayal of the work involved in order to avoid the perception of “bittiness”. This will be picked up as part of the communication strand of the programme

Further information

28. Author

Gavin Douglas

Deputy Secretary (Student Experience)

11 April 2019

Presenter

Charlie Jeffery

Senior Vice-Principal

Freedom of Information

29. Open paper.



UNIVERSITY COURT

29 April 2019

Edinburgh University Students' Association President's Report



Description of paper

1. This paper is to note developments at Edinburgh University Students' Association since the last court meeting, and to provide an update on current work and initiatives.

Action requested/Recommendation

2. Court is asked to note this report. It is recommended that this information be considered to support other initiatives and projects designed to improve student satisfaction and enhance the student experience.

Discussion

3. And just like that, it's April 2019 and it's the last President report from me - in this report, I've also included a highlight from each of the Sabbatical Officers!! We've had a super year and so incredibly pleased with how the Students' Association has grown in the last year, how the relationships with the University have become stronger, and our stronger connection with the Sports Union, Post Graduate community, and Medical School Council.

4. This year has been all about celebrating and being proud of the incredible students of the University of Edinburgh! Students have come together to inspire, create, innovate, support, challenge and work towards degrees! Together, our students are making our University, our community, and our world a better place. We are more than just students – We Are Edinburgh.

5. Please enjoy this [video](#) which captures a small amount of the magic.
6. There are far too many individuals to name, who have helped us have such a productive, exciting and successful year and we really are grateful for the patience, commitment and support we've been given. I would like to wholeheartedly thank Court members for welcoming Kai and I onto Court this year. It's been an incredible opportunity to play such a pivotal role in shaping the Student Experience Action Plan and new strategic plan for the University.
7. These roles are incredibly special, but sadly you can only steer the ship for so long. We will miss working with many of you, and look forward to catching up in October at the Annual Court Dinner.

Strategy and Planning

8. Over the past year we have been developing and consulting on what our new Strategic Plan should look like. We have now developed a plan framework, and also have a draft Balanced Scorecard approach to our Key Performance Indicators. The former is attached as Appendix 1. Our plan itself sets out a new ambition for the Association, to be a high performing students' union, valued by our members, delivering outstanding support and services for a vibrant, well-rounded time at university. Key priorities for us over the lifetime of the plan to 2025 include us achieving financial stability; supporting and empowering all staff; supporting and help building student communities, supporting students' personal and professional development, and transforming our services.

9. Over the next 6 years we have a number of projects to deliver, including a new People strategy; focussed work on expanding and enhancing our student development offer; considering our relationship with postgraduate students and improving engagement and support for them; and focussing effort on support for student groups and their activities; as well as anticipating the needs of future students and identifying service innovations. A key piece of context for this plan is the Teviot redevelopment and extension, which generates disruption but also creates opportunity, and we are already planning for transformed operations in that space, but also considering how we operate whilst the different phases of work progress.

10. Alongside our Strategic Plan development, we have also been undertaking an organisational effectiveness review, with support from an external consultant, and have plans for organisational changes as a result. This process will generate both more effective and fit for purpose structures, and some significant savings as a result of organisational restructuring, and service changes in some key areas. There are costs associated with this approach, and it will take us until the autumn before the changes are fully effected, and longer to generate the full benefit of that work. We therefore anticipate this next year to be one of some ups and downs, but that sees us in a better position in 12 months' time.

Finance update

11. Our annual budget for 2019/20 was approved by our Trustee Board at the end of March prior to our financial year start on 1 April. It was also being presented and approved by the University's Policy & Resources Committee on 5 April. Our year end position is currently being confirmed, but we anticipated early in the year that in

would be some way off our initially budgeted position, in large part due to the negative impact on our Festival operations of the return of Underbelly to Bristo Square. We very much welcomed the University's recognition and direct support of £200k to us as a result of that, leaving us with a surplus of c£90k at year end. We are budgeting to generate a £100k surplus during 2019/20, which represents significant improvement and better progress towards our ambitions for financial sustainability in the longer term. Preparing our budget has presented some challenges to our operation, with a need to generate savings and some contraction of services in order to enable us to address the challenge of rising wage costs and pensions, but the organisational effectiveness review changes have been designed to create a leaner, more effective structure.

Estates update

12. We have now completed a minor refurbishment of the Potterrow Dome and several other small refurbishment projects. We are finalising plans with University Estates colleagues for the decant of the very popular King's Buildings Shop and Wrap Bar to a new location during estates works on the KB Campus. Upcoming projects include a light refurbishment of the Pollock Shop and some further enhancements to the Pleasance Societies Centre. Work on the Student Centre project continues in the background to develop full business plans for each area of the operation, although there are some delays to the program as a result of planning.

13. Once the dust has settled, we will also be considering other schemes of work considering the University capital prioritisation exercise. These are minor elements, but given likely delay we will want to bring the first floor of King's Buildings House back into use for example – which has been mothballed since the fire last year pending redevelopment.

Elections

14. Voting in our elections took place from 4-7 March. Our voter turnout was 5,420 this year, short of our 6,750 target, and 660 voters down on last year. We were pleased to note that we did not receive any election complaints this year; we did have lots of interaction with candidates during the election period – we have focussed staff time and effort on creating a positive community feel around the elections over the last few years and hope this will continue. We actively promoted the elections across all campuses, talking to 1000's of students across the week, and published a very popular Elections Gazette in collaboration with Student Newspaper. Around 200 students attended our results celebration night in Potterrow on Friday 8 March.

15. There was a high level of interest in all roles, and we are pleased to have all our School Representative roles and Liberation Officer roles filled with many of the School positions in particular contested by several students.

16. Our Governance Sub-committee will review a full debrief and recommendations for the coming year. We have identified some interesting trends for the first time this year, e.g. a growing number of candidates running paperless campaigns, meaning we can rely less on candidate activity creating the visibility around campuses of the elections, and more candidates signing up, but not necessarily actively campaigning, which perhaps challenges some of our existing practice/assumptions.

17. The full results are available here

<https://www.eusa.ed.ac.uk/representation/elections/2019/results/>

18. Our new sabbatical officers, who take up their new roles officially on Monday 10 June are:

- President Andrew Wilson
- Vice-President Activities and Services Beth Fellows
- Vice-President Community Rosheen Wallace
- Vice-President Education Stephanie Vallancey
- Vice-President Welfare Oona Miller

19. Attention now turns to planning for their handover and induction, which includes working alongside the current officer team for a week, and a 4-day residential training with the senior management team. This is prior to more extensive organisational induction and our summer training programme focussed on key skills, objectives/action planning, and introduction to key work areas/projects and key University and Association staff.

Sports Union Elections

20. The Sports Union Elections culminated on Thursday 28 March, with the election of Julia Stenhouse, current Vice-President, into the role of Sports Union President for 2019/20. The Sports Union members also elected in their new Executive Committee, including the newly created roles of Wellbeing & Inclusivity Officer, Partnerships & Alumni Officer and International Partnerships Officer. The new committee is:

- President Julia Stenhouse
- Vice-President Katie Macdonald
- Vice-President Intramural Sport Fergus Mackenzie
- Honorary Secretary Leigh McLevy
- Honorary Treasurer Cecilia Bosman
- Intramural Coordinator Natalie McCaig
- Media Officer Jack Cox
- Wellbeing & Inclusivity Officer David Gibson
- Partnerships & Alumni Officer Gregor Malcolm
- International Partnerships Officer Daniel Mutia

Student Awards

21. Our Student Awards took place on Thursday 4 April. A wide range of student groups and individuals were shortlisted in categories recognising a range of achievements and student contributions, from supporting Community Mental Health and Wellbeing, to staff/student collaborations, to supporting Global Community at Edinburgh. Around 400 people attended our Awards Celebration at the Assembly Rooms on George Street, where attendees enjoyed some fantastic society performances and celebrated student success at a great awards ceremony as well as a celebratory reception and ceilidh.

You can find out who won: [here](#)

And enjoy a small glimpse of the night: [here](#)

Teaching Awards

22. On 1 April nominations closed for our annual teaching awards. Our student judging panel has begun the task of long and then shortlisting the 2000+ nominations received this year. These nominations span 9 categories, ranging from Best Support Staff, to Best Personal Tutor, Best Student who Tutors, and recognising best practice in a variety of aspects of teaching and learning, including assessment, feedback and inclusive teaching. Our Teaching Awards are now over 10 years old and still seen as sector leading, and we look forward to welcoming shortlisted nominees to our Awards evening on 25 April. We have also been delighted to see how many nominees are excited to be recognised – all nominees receive a letter and coveted Teaching Awards badge as soon as nominations are received during the year, and we've been happy to see pride being expressed by Schools and subject areas sharing the news of these nominations on social media.

You can find out who's shortlisted: [here](#)

Question Time with the Principal: King's Buildings Edition

23. Following the success of the last two question times at McEwan Hall (November 2018, March 2018) and our sabbatical strategic aim to do more on all campuses – we hosted the first ever King's Buildings edition of question time on Thursday 28 February during the lunch period. Around 40 students were in attendance and the event was very successful. Students got their questions answered and there was a real conversation happening. Head of College for Science and Engineering, Dave Robertson, and University Secretary, Sarah Smith, were also in attendance to help answer questions. These events will be a priority for the sabbatical team going forward and to ensure such events are taking place on all campuses or that they become part of Medical School Council and Dick Vet Student Union meetings.

Sector recognition

24. We were very pleased that the Association was recognised in the recent SPARQS awards at the end of March, for our work on Peer Learning and Support. SPARQS is an agency funded by the Scottish Funding Council to support student engagement and staff/student partnership in academic quality, teaching and learning in Universities and Colleges across Scotland.

25. Our Peer Learning and Support team won the award in the category of University Impact:

'An initiative delivered by a students' association, or led by a students' association in partnership with their university, which has had a significant impact on enhancing the student learning experience'.

26. We currently support 51 peer learning and support schemes, across the university with over 700 student volunteers, and thousands of students participating. We work collaboratively with Schools and other university staff to ensure schemes are sustainable and have local relevance and impact. Whilst we have strong statistical metrics of impact for peer support we're pleased to have this sector recognition too.

27. We have also submitted a nomination to the Herald Education Awards, in the category of Campaign of the Year, for our work developing the anti sexual-

harassment/sexual-violence #NoExcuse campaign. The student-led, university-supported campaign has complemented the work being undertaken collaboratively with the university to develop a new approach to policy and practice relating to harassment and how cases are reported and handled, and to creating a better culture within the university community that ensures this issue is addressed head-on but also pre-empted through education, awareness raising, and training and development for staff and students – for example through the widespread by-stander training provided to societies and sports clubs.

#NoExcuse

28. Our launch of the #NoExcuse campaign in September '18 was a roaring success, with the message spread well throughout Welcome Week, and highlighted by the University, Students' Association and Sports Union. The student-made campaign has included posters, a useful website, student videos, beer mats, pins, banners across campus, and student-led events from dance performances to club nights. Hundreds of students have actively engaged, and more effected. Our collective message of zero tolerance for sexual violence is clear, and will continue to grow next year! Find a glowing review by The Student [here](#).

We Are Edinburgh: End of Semester Takeover of McEwan Hall

29. Friday 5 April 2019 (after a busy day of Court interviews and Policy & Resources Committee), the Students' Association and University jointly hosted the first ever end of semester social for students and staff. McEwan Hall was taken over by over 1,037 members of our University community and saw the amazing Edinburgh University Jazz Orchestra perform before the infamous Big Cheese DJs played into the night. The night was truly spectacular and epitomised the #WeAreEdinburgh mantra we've been pushing this year! Show we care: a night open to all members of our incredible UoE community. Show we're proud: incredible UoE students performing and raising money for our incredible UoE MND researchers. Before the main event began there was also a small reception for members of University Court and University Executive to meet some of the student leaders who've committed hundreds of hours this year to making Edinburgh a better place through running Sports Clubs and representing their peers. Look forward to seeing how the event grows next year.

"The We Are Edinburgh event was an unforgettable night. As a fourth year, it was a perfect way to finish of the year and my time here at University, celebrating with friends. It epitomised the hospitable character of Edinburgh as a University. It was wonderful to utilise McEwan Hall for such an event and provided incredible ambiance... Everyone I have spoken to have said nothing but how amazing and unique the event was. A highlight of my four years and a night I shall never forget."

"A wonderful celebration of some of the best parts of the University of Edinburgh. Made you proud to be a UoE student!"

30. You can enjoy some pictures from the magical evening in Appendix 2.

Stash



31. As a thank you, and in preparation for 'winter is coming' in Edinburgh, all elected representatives, society executives, RAG committee, Sports Union CVA members and more will be in receipt of a beanie as a thank you for all of their hard work this year. We have also saved the right amount for next year's equivalent to receive a hat when they begin their tenures in September.

Celebrating Our Art Students

32. Currently, exemplars of student work have been reserved for the Edinburgh College of Art archive at each degree show. This does bring with it a sense of cachet for the selected students, but it doesn't bring them any financial benefit, and any public perception of the quality of that work is limited to those who attended the degree show exhibition, or members of the public who get the chance to see these selected pieces hung on boardroom or office walls or displayed in cabinets. Edinburgh Futures Institute is one of the most exciting projects at the University and will have a lasting impact on the University and community as a whole. The University strategic plan early discussions state the importance of connecting with the wider Edinburgh community, and also recognising that we are One University – an art and design shop would be perfect for achieving this! The commercial space would become a much-needed home for our emerging student artists and as a way for the Edinburgh community to connect and see the vibrant artistic student community. Conversations have begun with various stakeholders to look into the feasibility of such a social enterprise and a venture which would be incredibly exciting for students, and the wider Edinburgh community.

We Are Edinburgh Graduation Special

33. Following the success of our student profiles on social media, we have decided to do a 'class of 2019' special. We have been working with Lisa Dawson to get access to all the degree hoods in preparation for the photoshoot. Each graduation ceremony a student will be featured and letting us know their favourite memory for their time at Edinburgh and their advice for incoming new students.

Sabbatical Officer Updates

Shenan Davis-Williams, Vice President Activities and Services

34. Shay has been working a lot on Student Awards preparation, Graduation Ball, and begun planning with the team for Welcome Week 2019. She has also been working on improving cyber-safety on campus, and we will be implementing new policy on this into our Society Constitution and Disciplinary Procedure. Shay is very excited to welcome in our new team, but before then she will be focussing her time on the new summer menus, events and preparing handover. Georgie and Shay are also continuing to work on a Green Guide to help students live more sustainably! This year, Shay has revolutionised commercial service communications, as demonstrated [here](#) – so will leave a lasting impact on the Students' Association.

Highlight: "This year has been absolutely fantastic. I have developed confidence I never thought I would have, I have learnt so much and I have made some friends for life. I will be sad to go but excited to see what next year's team has to offer!"

Kai O'Doherty, Vice President Welfare

35. Since last Court, Kai has been working on mental health projects around Year Abroad, men's issues, and student training. They are continuing work on combatting sexual violence with the Taskforce, including proposals for large-scale consent training in Residences, and bolstering support for students disclosing and reporting. Working to support Liberation issues has included creating a cross-Edinburgh video on trans allyship, working on the BME Thematic Review and

Highlight: "Being VP Welfare has been a life-changing experience, with my favourite moment being Student Council debates on trans inclusion in the University – with overwhelming support"

Georgie Harris, Vice President Community

36. Georgie has really enjoyed working with the Social Responsibility & Sustainability Department this year, and attending the recent Sustainability Awards was really great, as well as the infamous KeepCup giveaway at the beginning of Semester 1 back in September, which was so successful. She has been inputting into the updated Community Engagement Strategy, working with Shay on our Green Guide for tips on living sustainably on a student budget, and helping push the Post Study Work Visa Now campaign, as well as all her updates on Brexit and the People's Vote campaign. Georgie have also continued to push an update to our student voter registration process, to implement Automatic Voter Registration, and hope to see this work continued to secure its roll-out over the next academic year.

Highlight: “My favourite moment was during Welcome Week, getting to welcome our new first years at Pollock Halls and Holyrood accommodation and giving them advice about their time at the University of Edinburgh!”

Diva Mukherji, Vice President Education

37. Diva has been working with Edinburgh Global and the College of Arts, Humanities & Social Sciences to create a resource hub for race and ethnicity related research. The group have secured funding for a research project to do scoping work for this, so work has begun on next steps. Diva has also been working with some BME students and the Mastercard Foundation programme on how to better support BME Mental Health, both within the institution and local groups. Finally, Diva also helped facilitate BME focus groups, as part of the thematic review, with students on King’s Buildings and Central Area campuses.

Highlight: “working with student groups and reps - in these roles it can be so easy to get caught up in all the committees and papers, but I’ve really cherished the time I’ve been able to work with student groups and representatives, particularly the School Reps. Their commitment and passion has kept me going throughout the year, and so much of the work I’ve done this year has been informed by them.”

Paul Duffy, Sports Union President

38. Since the last Court report, it has been an incredibly busy but fantastic couple of months for EUSU. We are gearing up towards our Blues & Colours Dinner. Blues are presented to outstanding athletes, with colours recognising outstanding volunteers. You can read all awardees in Appendix 3. This year’s Burgh Varsity saw Edinburgh claim an 8th successive title over Heriot-Watt so we can confidently say #ThisCityIsOurs. We are excited to see many of our sports team move to PlayerLayer’s EcoLayer range – made from recycled plastic bottles and bamboo. Finally, on 9 April we host the inaugural University of Edinburgh football summit. Well over 1,000 students play football in the University of Edinburgh, so this will look to unite them and ensure we all have a combined strategy to give students and staff the best footballing experience possible.

Highlight: “annual President’s Dinner. This year was the 30th anniversary; I organised a night where over 170 student officials from 50 committees & clubs within the Sports Union came together to meet each other, and most importantly have a good time. With limited events experience, I was delighted to see so many people with smiles on their faces.”

You can see pictures from Paul’s favourite night [here](#).

Eleri Connick, President

39. As President, I have continued work on the possibility of a shop selling our students and alumni art in Edinburgh Futures Institute, the mental health support slides in all week one lectures, and creating ‘how to’ guides with the Sports Union translated into Mandarin ahead of Welcome Week 2019. The ‘It’s Okay Not To Be Okay’ video which was worked on with Andy Shanks and Communications & Marketing was published on University social media channels on Friday 29 March, by 3 April it has received over 17,000 views on Facebook alone. I am incredibly thankful for the amazing Edinburgh students, alumni and staff who spoke so openly.

Very special to work on this project, and now working with Communications & Marketing to create a podcast to continue the conversations. You can watch the video [here](#).

40. Gary Jebb and I have also been trying to solve inter-campus transport issues – watch [here](#)

Highlight: “The journey of this year has been extraordinary. There were points where I really didn’t think I’d complete my tenure because everything felt so beyond my ability but the incredible Edi students have inspired me every day. Especially loved creating connections with the MSC, but I will never ever forget the McEwan Hall Takeover – truly was a dream!”

Resource implications

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

Risk Management

42. Not applicable.

Equality & Diversity

43. Equality and Diversity consideration is 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

44. There are no next steps to be taken as a result of this paper.

Consultation

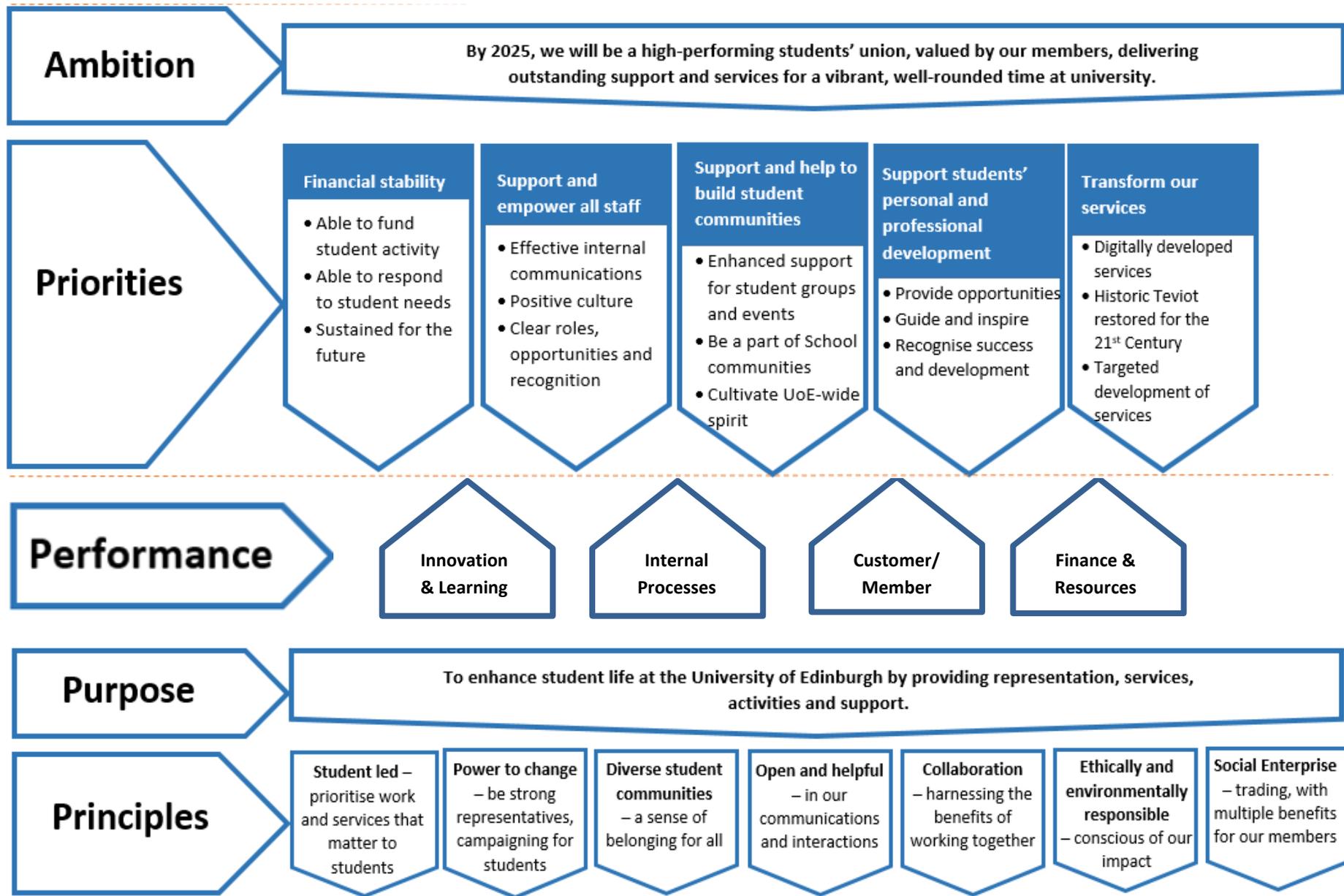
45. All relevant EUSA Sabbatical Officers, staff members, student staff and members of our organisation. Any items relating to partnerships with other organisations or branches of the University include information provided by all participating stakeholders

Further information

46. <u>Author</u>	<u>Presenter</u>
Eleri Connick	Eleri Connick
Edinburgh University Students’ Association President	
April 2019	

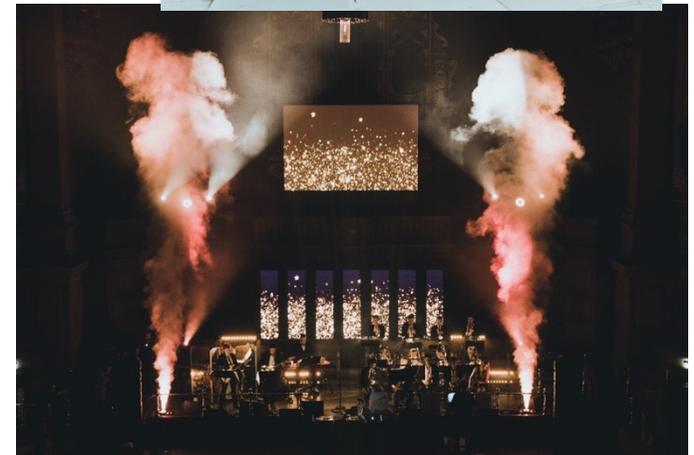
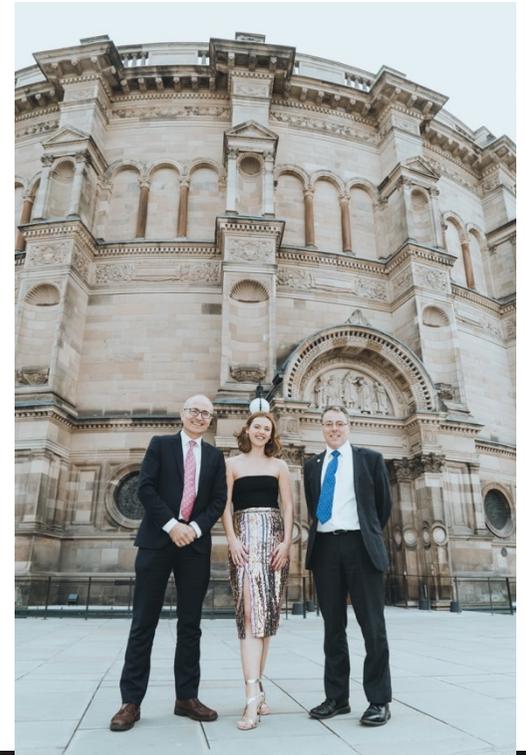
Freedom of Information

47. Open paper



Appendix 2- We Are Edinburgh: End of Semester Takeover

full album can be accessed [here](#):



Appendix 3

Blues and Colours Awardees 2019

Club/ Sport	Name	Half Blue	Blue	Colour
Athletics	Josephine Parry			Red
	Ross Edmonds			
Badminton	Steph Tsang			Red
Basketball	Dori Lansbach	Half Blue		Red
	Hannah Robb		Blue	
	Stephanie Vallancey Martinson			
Boxing	Laurens Zhang			Red
	Matthew (Matt) Vaughan			
Cheerleading	Jacinta Gordon			Red
	Ruth Connaughton			
Cricket	Nandesh Patel			Red
Equestrian	Ana Mayne			Red
Fencing	Etienne Sadeghpour			Red
Gaelic Football	Kyle Mallon			Red
Gliding	Andrew Barr		Blue	Red
Golf	Amanda Moss			Red
	Conor Rankin			
Gymnastics	Charlotte Marshall			Red
Hare and Hounds	Cameron Young	Half Blue		Red
	Gregor Malcolm	Half Blue		
	Jack Leitch		Blue	
Judo	Chris Bateman			Red
	Maria Shepherd			
Korfball	Ellie Fairfoot			Red
	Orla Menzies			
	Christie Smillie			
Ladies Rugby	Elis (Elizabeth) Martin	Half Blue		Red
	Rachel Law	Half Blue		
Men's Hockey	George Simonds			Red
	Roshan Das			
	Ruaraudh Campbell			
	Jack Preece			
	Sam Robertson			Red
Men's Lacrosse	Camilo Orozco Jaramillo			Red
Muay Thai	Alex Prior Crespo			Red
Netball	Louise Ferguson			Red
	Megan McNair			
	Georgia Turnbull			
	Rosina Costello			
Orienteering	Alexander Carcas		Blue	Red

	Matthew Fellbaum		
Olympic Weightlifting	Miles Morgan		
Rifle	Lara Muttiah		
	Thomas Diggle		
Sailing	James Holmes		
	Edward Downes		
	Sarah Alcock		
Shinty	Jack Berg		
Snowsports	Anna Cooke		
	Frazer Menzies		
	Frederick Hetherton		
	Hamish Townshend		
Sports Union	Julia Stenhouse		
	Beth Fellows		
Swimming and Waterpolo	Francesca Collings		
Taekwondo	Alex Chung		
Touch Rugby	Megan Burton		
	Peter Chambers		
	Hamza Latif		
Trampoline	Guusje Ubachs		
	Rachel Walters		
	Julian Douglas		
Ultimate Frisbee	Iain Campbell		
	Hannah Schrempf		
Windsurfing and Surfing	Loic Hayois		
Women's Football	Beth MacLeod		
	Charlotte Parker-Smith		
	Lucy Stanton		
	Amy Gilroy		
	Rachel Torrence		
Women's Hockey	Ellie Haliday		
	Kathryn Glass		
	Katie Howie		
	Anniika Arthur		
Women's Lacrosse	Alex (Alexandria) Sidell		
	Eleanor Wettern		
	Bee Hull		
	Hannah Whiteley		
	Emma Sharland		



UNIVERSITY COURT

29 April 2019

Director of Finance's Report

Description of paper

1. The paper reports on the latest University management accounts (excluding subsidiaries) position up to the end of February 2019 (period seven) and provides benchmarking analysis of the financial performance of the University versus our Russell Group peer set as part of a Special Focus Update. The latest iteration of the Ten Year Forecast, aligned to draft Three Year Plans, is also reported and the potential impact of accounting for Universities Superannuation Scheme (USS) pension deficit recovery is discussed.

Action requested/Recommendation

2. Court is invited to review and comment on the latest update.

Paragraphs 3-30 have been removed as exempt from release due to FOI.

Resource Implications

31. There are no specific requests for resource in the paper.

Risk Management

32. The University manages its financial risk by not breaching the Group risk appetite as described in its financial metrics. A key metric is that our unrestricted surplus should be at least 2% of total income (the current Finance Strategy provides a target surplus range of 3% - 5% to remain sustainable).

33. The 2017/18 Financial Statements demonstrate that our overall surplus was lower than strategic target, though unrestricted funds target was met. The Group Quarter One forecast for 2018/19 projects a 0.9% operational surplus, which is a cause for concern. This will be monitored very closely and we will continue to report this key financial forecast to committees.

Equality & Diversity

34. 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/implications

35. We would welcome feedback as outlined in the discussion above.

Consultation

36. The paper has been reviewed by Lee Hamill, Director of Finance.

Further information

37. <u>Author</u>	<u>Presenter</u>
Stuart Graham	Lee Hamill
Head of FIRST (Financial Information, Reporting & Strategy Team)	Director of Finance
18 April 2019	

Freedom of Information

38. Closed paper.



UNIVERSITY COURT

29 April 2019

Planning Round 2019-22

Description of paper

1. This paper outlines the financial plan for the next rolling 3 year cycle. An overarching narrative synthesis is included as an attachment to the paper. The paper is part of a portfolio of planning round papers which also includes the Director of Finance's report and the Capital Prioritisation papers.

Action Requested/Recommendation

2. Court is asked to consider and approve the proposed plans for 2019-22.

Paragraphs 3-33 have been removed as exempt from release due to FOI.

Resource implications

34. This paper supports strategic decisions on resource allocation.

Paragraphs 35-36 have been removed as exempt from release due to FOI.

Equality & Diversity

37. Equality and diversity is considered within the plans of the individual budget holders; in particular, commitments to support widening participation (beyond the SIMD20 grouping – the Scottish Index of Multiple Deprivation least advantaged 20% of postcodes) and to sustain the diversity of staff recruitment despite Brexit impacts are clear.

Next steps/implications

38. The Senior Leadership Team has committed to collective planning activities to ensure that our medium-term change programmes are fully embedded, improving the medium-term financial profile such that we are able to deliver our ambitious vision for the University.

Consultation

39. The planning round process has included a number of round table discussions between the Main Budget Holders in addition to meetings between the Planning Group and individual budget-holders. The Senior Leadership Team have subsequently discussed and refined the plan proposals and are collectively committed to the proposed surplus levels.

Further information

40. Author
Jonathan Seckl
Lee Hamill
Tracey Slaven

Presenter
Tracey Slaven, Deputy Secretary
Strategic Planning

Freedom of Information

41. The paper is closed until completion of the business planning round. At that time, the paper will be reviewed before release, for redaction of commercially sensitive material.



UNIVERSITY COURT

29 April 2019

Capital Prioritisation

Description of paper

1. This paper provides an overview of the capital prioritisation exercise which took place in November and December 2018 and the prioritised proposals which resulted.

Action requested/Recommendation

2. Court is invited to approve the outcome of the capital prioritisation detailed within this paper.

Paragraphs 3-17 have been removed as exempt from release due to FOI.

Risk Management

18. There are no immediate risk management issues relating to this paper.

Equality & Diversity

19. There are no issues identified as a result of the recommendations contained in this paper that require highlighting in an equality and diversity context.

Next steps/implications

20. The Estates and Finance Departments will continue to implement this programme in consultation with Colleges and Professional Services Groups.

Consultation

21. There has been consultation between senior colleagues in Estates, Finance and the Colleges and Professional Services Groups in order to finalise the prioritised capital plan and integration into planning submissions. This paper was reviewed by the Estates Committee on 20 March 2019 and recommended for approval by the Policy & Resources Committee on 5 April 2019.

Further information

22. Authors

Gary Jebb, Director of Estates
Rachel Ducker, PMO Analyst
Terry Fox, Director Finance
Specialist Services

Presenter

Jonathan Seckl Vice-Principal Planning,
Resources & Research Policy

Freedom of Information

23. Closed paper – commercially confidential.



UNIVERSITY COURT

29 April 2019

Edinburgh and South East Scotland City Region Deal – DDI Skills Gateway

Description of paper

1. Proposals for a Data Driven Innovation (DDI) Skills Gateway have been developed in collaboration with regional and national partners, as part of the Edinburgh and South East Scotland City Region Deal Integrated Regional Employability and Skills (IRES) activity funded by Scottish Government. The University of Edinburgh has taken a lead role in developing the Gateway proposition and the intention is now for the University to continue as lead throughout the eight year programme delivery.

Action requested/Recommendation

2. This report seeks to outline details of the DDI Skills Gateway proposal, to highlight the University of Edinburgh's interest in the programme and to ask Court to confirm that the University undertakes the lead partner role for its delivery.

Paragraphs 3-16 have been removed as exempt from release due to FOI.

Equality & Diversity

17. The DDI Skills Gateway is actively seeking to improve the flow of disadvantaged individuals into good employment and careers. It will have traceable equalities outcomes and key groups will be tracked and supported in line with programme aspirations.

18. The ambitions of the eight-year programme are that:

- i. Economic opportunities are addressed: there will be a closer match between supply and demand for data skills;
- ii. Aspirations are met: individuals will get more opportunity to participate in interesting and well-paid careers in the growing data sector;
- iii. Learners leave education with higher levels of data skills, ready to excel in later stages of their learning journey; and
- iv. There will be increased participation of women and other minority groups in data roles, with positive and inclusive working environments in the technology sector

Next steps/implications

19. Work is underway to develop legal and financial agreements with key partners, to stand up the Advisory Board and to recruit into key roles. This activity will facilitate the commencement of the DDI Skills Gateway programme around the start of the next academic year.

Consultation

20. The proposal was developed in consultation with senior colleagues across the University of Edinburgh and partner organisations, as well as Scottish Government and relevant national agencies.

21. The DDI Skills Gateway Programme Business Case was considered by the University's City Deal Executive Governance Group at its meeting on 28 February 2019, and has progressed through the City Region Deal governance process. Final approval was given at the meeting of the Joint Committee on 1 March 2019.

Further information

22. Further information is provided in the accompanying Business Case.

23. Author

Alison Muckersie
Director DDI Skills Gateway
19 April 2019

Presenter

Senior Vice-Principal Charlie Jeffery



UNIVERSITY COURT

29 April 2019

The Low Carbon College: Shanghai JiaoTong University and University of Edinburgh Partnership

Description of paper

1. In December 2017, Court approved a proposal for the further development of a partnership with Shanghai JiaoTong University to establish a Low Carbon College (SJTU LCC) in Shanghai Lingang, China. This paper provides an update and progress report on developments with details of the business case for the next phase in the development of the partnership.

2. The SJTU LCC business case was presented to the University Executive on 19 March 2019. The Executive was content to support the proposal progressing to Policy & Resources Committee following further work on the finances. Further work has been undertaken with the assistance from the business planning team of the Finance department and up-to-date student number estimates recently received from SJTU LCC. Policy & Resources Committee reviewed and endorsed the paper at their meeting on 5 April 2019.

Action requested/Recommendation

3. Court is invited to:
- Note the progress and update to University expectations;
 - Approve the business case for development of the partnership opportunity.

Paragraphs 4-33 have been removed as exempt from release due to FOI.

Equality & Diversity

34. The projects supported here will enhance and enable participation of students from a Middle Income Country, supporting the University's ambition to increase the diversity of our student population.

Next steps/implications

35. The business case will be implemented with relevant committees kept updated on progress.

Consultation

36. This paper has been reviewed by the identified academic leadership team and developed with the advice of the Senior Vice-Principal; Edinburgh Innovations Chief Operating Officer; China Working Group; Head of the College and relevant Deans in the College of Science and Engineering, and relevant Heads of School mentioned above. The costings in the appendix were developed in collaboration with Edinburgh Innovations and the Business Planning team of the Finance Department

Further information

37. Authors

Simon Kelley
Head of GeoSciences

Presenter

Charlie Jeffery
Senior Vice-Principal

Ed Craig
Acting Executive Director ECCI

Freedom of Information

38. Closed paper – contains commercially confidential information



UNIVERSITY COURT

29 April 2019

Gujarat Biotechnology University: A partnership between the University of Edinburgh and the Government of the State of Gujarat, India

Description of paper

1. The paper presents the business case for the University's engagement in a transnational partnership to establish the Gujarat Biotechnology University. The business case presents the opportunity and benefits to the University of Edinburgh (UoE), describes the strategic fit, and addresses risk management. A full cost analysis is included demonstrating a clear surplus from this partnership.
2. Both International Ventures Group and University Executive have reviewed the business case and confirmed that the project offers a strong strategic fit to UoE aims. Policy & Resources Committee reviewed the proposal on 5 April 2019 and agreed to propose to Court that UoE should now enter into a staged, conditional commitment with the Government of Gujarat. This agreement will allow us develop full details and agreement on the partnership, with the intention of entering a binding agreement in late 2019/early 2020.
3. UoE has been asked by the Government of Gujarat to be ready to make this conditional commitment by May 2019.

Action requested/Recommendation

4. Court is invited to approve the proposal that UoE should enter into this staged agreement. A formal agreement with GoG entered into by UoE will be contingent on the proposed curriculum, assessment and quality assurance processes meeting the requirements established by Senate's Curriculum and Student Progression Committee, and on operating models, staff and student services/support, infrastructure and facilities all meeting UoE's required standards.

Paragraphs 5-23 have been removed as exempt from release due to FOI.

Equality & Diversity

24. UoE must assure suitable standards of equality and inclusion in all processes, policies and operations relating to GBU. Indian equality legislation is similar to the UK, but (as in the UK) custom and practice may not match legislative standards. UoE's current expectations and standards for the student body and staff in GBU will be the default. Indian law requires a reservations policy to be applied to admissions for disadvantaged groups. In developing the initiative, internal and external guidance will be sought on the cultural context within which GBU will operate and how to manage any equality challenges.

Paragraphs 25-28 have been removed as exempt from release due to FOI.

Consultation

29. Consultation so far has included:

- University Executive; International Ventures Group; Senate Curriculum & Student Progression Committee; Policy & Resources Committee
- Edinburgh Global; Legal Services; Academic Services; Finance (including tax); HR; Edinburgh Innovations.
- College of Science & Engineering Office (Head of College, Registrar, Finance & Planning, Academic Affairs, Recruitment & Admissions, HR)
- HoS/Directors of School of Chemistry, School of Engineering, Roslin Institute, Global Academy Agriculture & Food Security
- Academic staff from a wide range of Schools potentially involved in developing curriculum, as flying faculty etc.
- Academic and professional services leads on Zhejiang University-UoE Joint Institute, for advice.

Further information

30. Author

Dr Anne Payne

Director of Professional Services SBS

Presenter

Professor David Gray

Head of School of Biological Sciences

Freedom of Information

31. Closed – commercially confidential.



UNIVERSITY COURT

29 April 2019

The King's Buildings Nucleus



Description of paper

1. The paper provides details of the King's Buildings (KB) Nucleus project and recommends approval of funding to allow the project to progress to completion.

Action requested/Recommendation

2. Court is invited to approve funding from University Resources to allow the project to progress to completion.

Paragraphs 3-16 have been removed as exempt from release due to FOI.

Risk Management

17. A project risk register has been prepared and the key risks and mitigation measures are reviewed by the Project Board.

Equality & Diversity

18. Full disabled access is planned for the project and consultations have taken place with the University Disability Office, Estates Disability Access and Equality Manager to inform the design. An Equality Impact Assessment will be considered once full funding is awarded.

Paragraph 19 has been removed as exempt from release due to FOI.

Consultation

20. The RIBA stage 3 design proposals and Full Business Case was approved at Project Board on 12 November 2018 and supported by the King's Buildings Programme Board on 13 November 2018. Previous consultations on the design proposals include a student consultation on 21 March 2018, a public consultation on 8 June 2018 in connection with the planning pre application process and an external design review

held 3 July 2018. The paper has been reviewed by the Head of Estates Planning, the Director of Estates Development, the Director of Estates and the College Registrar, CSE. The paper was reviewed and supported by the Estates Committee on 20 March 2019 and Policy & Resources Committee on 5 April 2019.

Further information

21. Authors

Anna Stamp, Head of Estates Planning
Bruce Nelson, Registrar
College of Science & Engineering
27 March 2019

Presenter

Jonathan Seckl
Vice-Principal Planning, Resources &
Research Policy

Freedom of Information

22. Closed paper – disclosure would substantially prejudice the commercial interests of the University.



UNIVERSITY COURT

29 April 2019

Outcome Agreement 2019-20

Description of paper

1. The paper outlines the process undertaken and issues considered in the production of the Outcome Agreement to be submitted to the Scottish Funding Council (SFC) in April 2019.

2. 2017-20 is the second Outcome Agreement cycle period for the Higher Education sector in Scotland. In line with recent years, we intend to offer only a single year Outcome Agreement for 2019-20, building on last year's Outcome Agreement. This reflects the absence of multi-year funding information.

Action Requested/Recommendation

3. Court is asked to agree the content of the single year Outcome Agreement for 2019-20 and to delegate authority to the Deputy Secretary, Strategic Planning to finalise and submit the Outcome Agreement to the Scottish Funding Council by 30 April 2019.

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

Risk Management

12. The Outcome Agreement document is a public statement and thus failure to provide SFC with an acceptable document could potentially impact on our reputation with Government, stakeholders and staff and potentially undermine funding arrangements.

Equality & Diversity

13. Equality & diversity objectives are positively targeted during the Outcome Agreement process, which includes the statutory requirement for a widening participation agreement.

Next steps/implications

14. If Court is content with our Outcome Agreement we will submit this to the Scottish Funding Council on the assumption that if our funding settlement changes significantly from that in our indicative funding allocation, we will be given the opportunity to refine our Outcome Agreement.

Consultation

15. The Outcome Agreement has been drafted with contributions from colleagues across the University. This draft and paper has been developed by the Deputy Secretary Strategic Planning and Jennifer McGregor, Senior Strategic Planner.

Further Information

16. Author
Jennifer McGregor
Senior Strategic Planner
10 April 2019

Presenter
Tracey Slaven
Deputy Secretary, Strategic Planning

Freedom of Information

17. Closed until publication of the Outcome Agreement by the Scottish Funding Council.



UNIVERSITY COURT

29 April 2019

**College of Arts, Humanities and Social Sciences (CAHSS)
Reorganisation of Endowments**

Description of paper

1. The College of Arts, Humanities and Social Sciences seeks to implement the objectives of the University's Service Excellence Programme and in particular the Finance Transformation Project by reorganising and streamlining the range of endowment funds it holds. This will reduce the staffing input required for the management and administration of these funds and facilitate their being used more strategically. The proposed changes will reduce administrative costs and effort, narrow the number of individuals involved with endowment financial management and increase the efficiency with which the funds are applied.

Action requested/Recommendation

2. Court is invited to exercise its power under Ordinance 209 with regard to the application of endowment funds which have been held in excess of 25 years.

Paragraphs 3-25 have been removed as exempt from release due to FOI.

Risk Management

26. It is considered that risk in regard to Court's Trustee responsibilities, legal and other compliance obligations has been managed adequately through adherence to the provisions of Ordinance 209.

27. There is a higher likelihood of risk in doing nothing, leading to continuation of an inefficient system, non-compliance with accounting standards and poor use of resources, embarrassment in relation to previous donors and discouragement of potential donors. The reforms proposed aim to avoid these risks by demonstrating transparently efficient use of funds on the Teaching, Learning and Research objectives of the College.

Equality & Diversity

28. Endowment support for those from specific geographical locations or of a particular gender or faith will give way to support being available on a more equitable and non-discriminatory basis to the full diverse student community.

Paragraph 29 has been removed as exempt from release due to FOI.

Consultation

30. The recommendations in this paper have been subject to consultation with the University Executive, the College's Policy & Resources Committee, the University's Policy & Resources Committee, the Director of Finance and the Director of Legal Services. The reforms recommended here give full recognition to the advice of External Auditors KPMG that endowment reform should be accelerated to take advantage of the powers made available under Ordinance 209.

Further information

31. Author

Susan McIntosh
Head of Finance and Planning, CAHSS
Isabel Mowlem
Management Accountant, CAHSS

Presenter

Lee Hamill
Director of Finance

Freedom of Information

32. Closed paper.



UNIVERSITY COURT

29 April 2019

Exception Committee Report

Committee Name

1. Exception Committee.

Date of Meeting

2. The Committee considered business via electronic communications concluded on 27 March and 2 April 2019.

Action Required

3. To note the matters approved on behalf of Court by Exception Committee.

Paragraphs 4-6 have been removed as exempt from release due to FOI.

Equality & Diversity

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

Further information

- | | |
|------------------------|---------------------------------|
| 8. <u>Author</u> | <u>Presenter</u> |
| Lewis Allan | Anne Richards |
| Head of Court Services | Convener of Exception Committee |

Freedom of Information

9. Closed paper.



UNIVERSITY COURT

29 April 2019

Policy & Resources Committee Report

Committee Name

1. Policy & Resources Committee.

Date of Meeting

2. 5 April 2019

Action Required

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

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

Full minute

18. 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

19. Issues related to equality and diversity were considered within each paper as appropriate.

Further information

20. Author

Lewis Allan
Head of Court Services

Presenter

Anne Richards
Convener, Policy & Resources Committee

Freedom of Information

21. Closed paper.



UNIVERSITY COURT

29 April 2019

Nominations Committee Report

Committee Name

1. Nominations Committee.

Date of Meeting

2. E-Meeting concluded on 18 April 2019.

Action Required

3. On the recommendation of Nominations Committee, Court is invited to approve the following appointments and a minor amendment to the Terms of Reference for Knowledge Strategy Committee set in the Key Points section below.

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

Equality & Diversity

11. Issues related to equality and diversity were considered within each recruitment process as appropriate.

Further information

12. Author

Lewis Allan
Head of Court Services

Presenter

Anne Richards
Convener, Nominations Committee

Freedom of Information

13. Closed paper.



UNIVERSITY COURT

29 April 2019

Audit & Risk Committee Report

Committee Name

1. Audit & Risk Committee.

Date of Meeting

2. 7 March 2019

Action Required

3. Court is invited to note the key points from the meeting.

Paragraphs 4-9 have been removed as exempt from release due to FOI.

Equality & Diversity

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

Further information

11. Author

Kirstie Graham
Deputy Head of Court Services
April 2019

Presenter

Alan Johnston
Convener, Audit & Risk Committee

Freedom of Information

12. This paper is closed.



UNIVERSITY COURT

29 April 2019

Knowledge Strategy Committee Report

Committee Name

1. Knowledge Strategy Committee.

Date of Meeting

2. 22 March 2019

Action Required

3. Court is invited to note the key items discussed at the meeting as detailed below.

Paragraphs 4-12 have been removed as exempt from release due to FOI.

Full minute

13. All papers considered at the meeting and in due course the Minute can be accessed at the following link:

<https://www.wiki.ed.ac.uk/display/UCC/Knowledge+Strategy+Committee>

Equality & Diversity

14. Issues related to equality and diversity were considered within each paper as appropriate.

Further information

15. Author

Lewis Allan
Head of Court Services

Presenter

Doreen Davidson
Convener, Knowledge Strategy Committee

Freedom of Information

16. Closed paper.



UNIVERSITY COURT

29 April 2019

Senatus Academicus Report

Committee Name

1. Senatus Academicus.

Date of Meeting

2. Meeting of Senate on 6 February 2019.

Action Required

3. To note the key points from the Senate meeting.

Key Points

Research Excellence Framework (REF)

Introduction and Overview: Professor Jonathan Seckl, Vice-Principal Planning, Resources and Research Policy

4. Professor Seckl provided a brief overview of the purpose and process of the REF, emphasising that achieving highly in the REF exercise was critical to the University's reputation and ability to attract funding for investment in research.

5. In the 2014 REF, the University of Edinburgh had achieved highly, coming fourth in the UK by the main measure, and would receive £80m in the current year from the Scottish Funding Council in Research Excellence Grant funding as a result of its achievement. The University was in the top 20 for almost all subject areas. Of the three assessed areas, (Output, Environment and Impact), the University performed least well on Impact.

6. The key lessons learnt from the 2014 exercise were as follows: bigger submissions do better than small ones; joint submissions raise the University's research power; and there is room for improvement in all areas.

7. Professor Seckl noted the timetable for REF2021 and the headline principles, emphasising the importance of 4* case studies, which would be worth up to £200k per annum.

Implications of the REF for University strategy: Pauline Jones, Head of Strategic Performance and Policy Research

8. Pauline Jones noted that the University was developing a code of practice around the implementation of the rules and guidelines for REF2021. These include the following:

- All staff with significant responsibility for research will be submitted
- Submission will be made across a broad range of disciplines
- There is no expectation that all staff members will have the same number of outputs and all types of output will be treated equally
- Subjects published after April 2016 must be open access compliant.

- There will be greater weighting on the Impact metric (25 per cent); each Impact case study contributes a high percentage of the Impact score and will be a key factor in demonstrating how the University's research will make a difference.
- Scores on the Environment metric will be an important indicator of how the University supports research.

9. Pauline Jones emphasised that REF preparations could not work in isolation from the rest of University activity; how we carry out research and how we do our other activities affect how we do in REF.

College Perspective on Preparing for the REF: Professor Christina Boswell, Dean of Research, College of Arts, Humanities and Social Sciences (CAHSS)

10. Professor Boswell outlined key information on the CAHSS's submission:

- The College was leading on 18 Units of Assessment
- Academic staff FTE (full-time equivalent staff numbers) was considerably greater for 2021 (1,030) than in 2014 (720)
- The College had prepared for the exercise in two phases: in the first phase it supported staff to produce their 'personal best' and in the second phase staff worked on Impact case studies, the Environment template and also prepared for the Mock REF in Autumn 2019.

11. Professor Boswell emphasised that REF should not be seen as a bureaucratic burden, but as an opportunity to support outputs for research staff generally, to showcase the impact of research, and to enhance the University's research environment. Furthermore, as a performance measurement, REF is as good as the University can expect: it is designed and reviewed by academic peers, and has a focus on outputs, impact, and the environment which aligns with University goals.

Implications of the REF for the academic role: Professor Jane Norman, Vice-Principal People and Culture

12. Professor Norman emphasised that the REF itself had no implications for the career progression of individual academics at the University of Edinburgh, outlining the following key principles for staff members:

- For each Category A staff member, there would be a maximum of five outputs. The link between the academic and their output had been 'decoupled' in this REF; meanwhile outputs would be attributable to members of staff who had made a substantial research contribution.
- Those on teaching-only contracts would not be included in the return.
- Research England and the Funding Councils had recently published rules on handling special circumstances for the REF. Special circumstances would need to be self-declared by staff members, and submitting institutions would need to develop robust processes to support staff declaring individual circumstances.
- Early career researchers would qualify for a reduction in outputs; early career researchers are defined as those who started as independent researchers on or after 1 August 2016.

13. Professor Norman noted the following implications of REF for the academic role:
- The code of practice which the University was developing would allow individuals to self-declare special circumstances
 - The REF returns are an institutional exercise and should remove implications for individuals returned/not returned
 - REF itself would not change performance measures applied for those in research/research and teaching roles.

Discussion

14. In discussion, the following points and questions were raised:
- The Code of Practice would clarify the definition of the early career academics who would be included in the return.
 - While Senate noted that there was some concern that institutions could include in their REF submissions academics who have been made redundant, it is unlikely, in practice, that the University will return outputs from staff who are deceased, retired, or have left.
 - When asked what funding methodology the Scottish Funding Council would apply to translate the outputs of the 2021 REF into funding decisions, Professor Seckl noted that the tariffs applied to research outputs in different subject areas was still unclear.

Student Experience Plan

Gavin Douglas, Deputy Secretary, Student Experience and Professor Charlie Jeffery, Senior Vice-Principal

15. Professor Jeffery noted the recent call for a culture shift by the Principal, following the University's performance in serial National Student Surveys. While the University's research was valued highly, teaching and learning were also core elements of its mission. Furthermore, everyone across the University should make a contribution and be accountable for making improvements to the student experience.

16. The University is now developing a single plan which will include all aspects of the students' experience, across learning, teaching, academic advice and professional services, and which would involve students in finding solutions. The plan will also recognise that staff experience and student experience are inextricably linked.

17. Gavin Douglas outlined the key elements of the draft plan which included the following:

- Ensuring that students are consistently taught by expert, engaged teachers
- Reviewing the curriculum to ensure that it is inspiring, challenging and fit for the 21st century
- Reviewing the student support "ecosystem" so that students have consistent access to high quality support in all areas
- From the first point of contact, ensuring that student-facing services are welcoming, friendly, accessible and professional
- Plans for high quality learning spaces, learning resources, facilities and transport

- Putting structures and processes in place to ensure students feel part of a strong community within their academic disciplines, department, school, the wider University and the city of Edinburgh
- Ensuring that systems and processes run smoothly

18. Much of this work has already been planned or is underway, meaning that the plan should not involve a large increase or change in activity.

19. Professor Jeffery noted that the staff experience was inextricably linked with the student experience, and that some aspects of the student experience plan highlight this. These aspects include leadership development, using data to support management accountability, and ensuring that messages across the University are communicated consistently.

20. A sub-group of the University Executive would have oversight of the development of the plan, the evaluation of activities, timescales, accountabilities, budgets, and benefits.

Discussion

21. Senate welcomed the action plan, and raised the following points in discussion:

- Professor Norman provided a brief update on the productive dialogue between the University and recognised trade unions on members of staff on Guaranteed Hours contracts. The University was clear that members of staff should be paid for all the work the School requires them to undertake.
- The University plans discussions about approaches to Workload Allocation Models.
- Activity to widen participation would focus not only on attracting disadvantaged students but also on ensuring that they could flourish while at University. The Widening Participation Strategy, which had been launched recently, focused on providing funding and engaging the alumni community as an additional support mechanism.
- Improvements in the digital infrastructure would be key to enhancing the student experience in the longer term.
- Work to enhance the student experience should reach beyond learning and teaching and focus on students' place in the community as well.

Formal Business

Teaching and Academic Careers Project

22. Professor Charlie Jeffery updated Senate on the work of the Teaching and Academic Careers Project, following the discussion at Senate at its October 2018 meeting. The Teaching and Academic Careers Task Group had consulted widely across the University and had produced a final set of Principles as a result of this, which had been approved by the University Executive. The Task Group had now approved a plan for Semester 2 which involved three main strands of activity: a technical review of HR policies and procedures; a technical review of support/expectations for professional development in teaching; and a technical review of how we evidence excellence in teaching.

23. In discussion, Senate members raised the following points:
- Discussion around the importance of teaching should be supported by data highlighting the monetary value of teaching to the University (as discussions around research do).
 - At present, not all staff members are confident that academic staff could be promoted on the strength of excellence in teaching alone. While current policies already facilitate this and individual staff members have been promoted on this basis, the project should aim to communicate evidence of this. A priority for the work would be to explore how the University would translate research excellence into quality teaching; this is likely to require investment in more formalised professional development.
 - One of the key elements of the Principles is that career pathways up to Professorial level (UE10) are open to all academic staff from grade UE07.

Enhancement-led Institutional Review 2020 – update and discussion of contextualised themes

24. Professor Tina Harrison updated Senate on the University's preparations for its 2020 Enhancement-led Institutional Review (ELIR) and asked members for their views on the proposed contextualised themes. In response, Senate members commented that it was important for the themes to include an outward-facing focus, and suggested that Widening Participation be added as a further theme, and that the 'Student Skills and Employability' theme be broadened to incorporate a focus on students and global citizens. Members also considered health and wellbeing support as a priority.

Communications

Resolutions

25. Senate, having considered the draft Resolution below, offered no observations:
Draft Resolution No. 6/2019: Foundation of a Personal Chair of Fluid Mechanics

Further information

26. Author

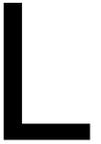
Theresa Sheppard
Academic Services

Presenter

Professor Peter Mathieson
Principal and Vice-Chancellor

Freedom of Information

27. Open paper.



UNIVERSITY COURT

29 April 2019

Resolutions

Description of paper

1. This paper invites Court to refer draft Resolutions to the General Council, Senate and any other interested party for observations and to approve a Resolution to establish a Chair in accordance with the agreed arrangements and the requirements set out in the Universities (Scotland) Act 1966.

Action requested/Recommendation

2. Court is invited to refer the following draft Resolutions to the General Council and to Senate for observations:

Draft Resolution No. 14/2019: Undergraduate Degree Programme Regulations

Draft Resolution No. 15/2019: Postgraduate Degree Programme Regulations

Draft Resolution No. 16/2019: Higher Degree Programme Regulations

3. With no observations having been received from Senate, the General Council or any other body or person having an interest, Court is invited to approve Resolution No. 6/2019: Foundation of a Personal Chair of Fluid Mechanics, presented in final format.

Background and context

4. In accordance with the Universities (Scotland) Act 1966, Court has powers exercisable by Resolution in respect of a number of matters. The Act stipulates that Senate, the General Council and any other body or person having an interest require to be consulted on draft Resolutions throughout the period of a month with the months of August and September not taken into account when calculating the consultation period.

5. The Senate Curriculum and Student Progression Committee (CSPC) is responsible for the academic regulatory framework. It has undertaken its annual review of the undergraduate, postgraduate and higher degree regulations and recommended changes. Draft Resolutions have been formulated to deal with the recommended changes and attached to these Resolutions are a list of degrees to which these regulations apply.

6. The University also has approval arrangements for the creation of established or personal Chairs which involves the University Executive and the Central Academic Promotion Committee.

Discussion

7. The key changes to the Undergraduate Degree Programme Regulations 2019/20 are as follows:

- 5, Disclosure of criminal offences: this amendment states that students should make the University aware when they first matriculate at the University of any unspent conviction or pending charge for a relevant offence, in addition to informing the University where they are charged or convicted of a relevant criminal offence whilst studying.
- 7, Compliance with Degree Programme Tables: this amendment clarifies that courses marked as compulsory on Degree Programme Tables may only be

substituted for courses with an equivalent SCQF credit volume and level with the approval of the Head of College (or delegated authorising officer).

- 9, Timing of admittance onto degree programmes and courses: this amendment clarifies that Honours students may not withdraw from a course which will count towards classification after more than six weeks of the relevant semester and replace it with another optional course. Where a student withdraws from a course due to special circumstances and is granted a null sit for the course, they may be allowed to take an alternative course.
- 30-31, Optional study abroad: this amendment reverses the decision made by CSPC for the 2018/19 Undergraduate Degree Regulations that progression decisions for students will in future be undertaken by a University Progression Board, maintaining the College level Optional Progression Board for the 2019/20 academic year. It also changes the planned arrangements for the Study and Work Away Service to take on responsibilities currently held by Exchange Coordinators.
- 74-86, Degree specific regulations - MBChB: several minor clarifications have been made to these regulations relating to the MBChB (Medicine) programme.

8. The key changes to the Postgraduate Degree Programme Regulations 2019/20 are as follows:

- 2, Compliance with Degree Programme Table: this amendment clarifies that courses marked as compulsory on Degree Programme Tables (DPT) may only be substituted for courses with an equivalent SCQF credit volume and level with the approval of the Head of College (or delegated authorising officer).
- 7, Disclosure of criminal offences: this amendment states that students should make the University aware when they first matriculate at the University of any unspent conviction or pending charge for a relevant offence, in addition to informing the University where they are charged or convicted of a relevant criminal offence whilst studying.
- 8, Postgraduate Awards and Degree Programmes: removed MMus as this is covered by “Masters in a named subject discipline; Master of a named discipline”.
- 9, Late Admission: this amendment clarifies that students may not withdraw from a course after more than six weeks of the relevant semester and replace it with another optional course. Where a student withdraws from a course due to special circumstances and is granted a null sit for the course, they may be allowed to take an alternative course.
- 37, Supervision: this amendment confirms the mandatory status of supervisor briefings for postgraduate research supervisors and that supervisors should attend every five years.
- 38, Supervision: this amendment clarifies that all postgraduate research supervisors are recorded on the student record.
- 39-40, Supervision: this amendment clarifies wording regarding eligibility for appointment as a Principal or Lead postgraduate research Supervisor. Principal or Lead Supervisors may be University staff, (including honorary staff) or where the student is working in an Associated Institution, a full time employee of the Associated Institution.
- 47, Demonstration by Thesis and Oral Exam for the Award of PhD: these amendments clarify the criteria students must demonstrate by presentation of a thesis and/or portfolio and performance at an oral examination for the award.

- 50-51, MPhil by Research: these amendments clarify the criteria students must demonstrate by presentation of a thesis and/or portfolio and performance at an oral examination for the award.
- 52 – 55, PhD by Research Publications: these amendments clarify arrangements regarding application to and assessment of PhD by Research Publications.
- 59, MSc by Research Degrees only: this amendment clarifies what is included in the word count for an MSc by Research Degree.
- 68, PhD – submission by portfolio: this amendment clarifies that the regulation applies to degrees in Art, Design and Landscape Architecture.
- 69, MPhil – submission by portfolio: this amendment clarifies that the regulation applies to degrees in Art, Design and Landscape Architecture.
- 72, Master of Chinese Studies (MCS): this amendment clarifies that the prescribed period of study is 24 months.
- 76, MSc in Middle Eastern Studies with Arabic: this amendment clarifies that the prescribed period of study is 24 months.
- 106 – 108, Doctor of Veterinary Medicine (DVetMed): this amendment adds the College specific regulations for the DVetMed degree.

9. The full text of the Resolutions is available here:

<https://www.wiki.ed.ac.uk/display/UCC/University+Court>

Resource implications

10. Where the proposed amendments have potential resource implications, these have been given due consideration by CSPC.

Risk Management

11. CSPC has considered any risks presented by the proposed amendments, and regards these as minimal.

Equality & Diversity

12. There are no specific equality and diversity issues associated with the proposed amendments.

Next steps/implications

13. Senate and the General Council will be invited to comment on these draft Resolutions and notice will be displayed on the Old College notice board and published on the website. Final Resolutions will be referred to Court on 17 June 2019 for consideration and approval. Senate and the General Council will be informed of the approval of the final Resolutions. The list of approved Resolutions is annually reviewed and published on the University's website.

Consultation

14. Senate and the General Council are asked for observations on Resolutions and a notice displayed on the Old College notice board and published online to enable observation from any other body or person having an interest to express observations. Academic Services have consulted widely on the revisions to the degree regulations.

Further information15. Authors

Adam Bunni, Susan Hunter and Theresa Sheppard
Academic Services

Kirstie Graham, Court Services
April 2019

Freedom of Information

16. Open paper.