

**APPROVED  
CIRCULATED**

**AB(14/15)40**

**EDINBURGH NAPIER UNIVERSITY  
UNIVERSITY COURT  
ACADEMIC BOARD**

**Minutes of the meeting held on Friday 5 December 2014 at 9.00 am in  
the Rivers Suite, Craiglockhart Campus**

**PRESENT:**

Professor A Nolan (Principal & Vice Chancellor (Convenor)); N Ashton (School of Arts & Creative Industries); K Cairney (Director of International, Development & External Affairs); Dr S Cairncross (Dean, Faculty of Engineering, Computing & Creative Industries); M Chapman (School of Life, Sport & Social Sciences); S Falconer (Head of School from the Business School); Dr M Foster (Teaching Fellows/Senior Teaching Fellows); Professor E Hart (Professoriate); Dr P Jaworski (School of Management); P Miller Judd (Head of School from the Faculty of Engineering, Computing & Creative Industries); R Kemmer (School of Computing); S Key (Head of School from the Faculty of Health, Life & Social Sciences); C Lambert (Director, Student and Academic Services); I McIntosh (Dean, Faculty of Health, Life & Social Sciences); Professor A McCleery (Director of Research Strategy & Practice); Professor B Paechter (Assistant Dean from the Faculty of Engineering, Computing & Creative Industries); C Pinder (Director, Information Services); Professor A Sambell (Vice-Principal, Deputy Vice Chancellor); Lyndsay Shields (Student Representative from the Faculty of Engineering, Computing & Creative Industries); D Smith (NSA President); Professor S Smith (Director from the Research Institutes); Dr K Stewart (School of Engineering & the Built Environment); Professor G Stonehouse (Dean, the Business School); Ryan Strachan (Student Representative from the Faculty of Health, Life & Social Sciences); B Windram (Assistant Dean from the Business School).

**IN ATTENDANCE:**

D Cloy (Assistant Secretary) (Clerk); A Quickfall (Head Planning).

**APOLOGIES:**

F Alston (Assistant Dean from the Faculty of Health, Life & Social Sciences); R Holmes (School of Accounting, Financial Services and Law); M Huxham (Director of Academic Strategy & Practice); Dr S Marr (School of Marketing, Tourism & Languages); A Sharp (School of Nursing, Midwifery & Social Care); Rojan Kumar Subramani (Student Representative from the Business School); Dr G Webber (University Secretary).

**1. WELCOME & OPENING REMARKS**

- 1.1 The Convenor welcomed members to the meeting and in particular welcomed Lyndsay Shields (Student Representative from the Faculty of Engineering, Computing & Creative Industries) to her first meeting. It was noted that Andrew Quickfall (Head of Planning) was in attendance at the meeting to hear discussion on the student population and enrolment and Outcome Agreement items.
- 1.2 The apologies were **noted**

## **PART A: ITEMS FOR DISCUSSION & DECISION**

### **2. MINUTES OF MEETING HELD ON 10 OCTOBER 2014 AB(14/15)17**

2.1 The minutes were **approved** as an accurate record of the previous meeting.

### **3. MATTERS ARISING**

3.1 There were no matters arising.

### **4. PRINCIPAL'S REPORT AB(14/15)18**

4.1 The Principal introduced her written report and invited questions and comments from Board members.

4.2 The £22m reduction in resource budget for Higher Education in 2015/16 was highlighted. The Principal also reported on the Counter-Terrorism and Security Bill which proposed a new UK-wide statutory duty for universities and a range of other bodies which would have significant implications for universities.

4.3 The Principal reported that she had completed her programme of visits to Schools and Professional Service directorates from which she had received very useful feedback. The Principal expressed her appreciation to all those involved.

4.4 Thereafter, Academic Board **noted** the report.

### **5. DEVELOPING OUR ACADEMIC STRUCTURE TO SUPPORT STRATEGY 2020 AB(14/15)19**

5.1 Academic Board received the paper which invited it to approve proposals for a new academic structure for the University in which Faculties were disestablished and Schools would become the primary academic unit. It also proposed that a new single unified Business School be formed through the merger of the three Schools currently in the Business School Faculty and that the remaining five Schools be retained in their present configuration. It was noted that, following the Board's consideration of the matter at its meeting on 10 October 2014, a full and open consultation which allowed staff and students to engage through a range of events and media had been undertaken between 11 October and 18 November 2014. From this, rich and wide ranging feedback was received which had informed the recommendation in the paper. It was noted that feedback had been overwhelmingly supportive of the move to a School based structure which was considered to be an appropriate move for the University at this time. It was noted that the proposal to create a School of Humanities and Social Sciences in a seven School structure was not strongly supported in the consultation and this was not being progressed at the current time.

5.2 Discussion followed during which the importance of ensuring appropriate cross-School collaboration around teaching and research was recognised

along with the importance of avoiding any barriers which might impede this. In relation to a concern expressed about the size of the new single Business School relative to others, it was noted that Academic Board had accepted at its October meeting that Schools need not be of a similar size and that academic coherence was key, moreover it was noted that although the new School would have the most students, it would not have the most staff.

5.3 Thereafter, Academic Board **approved**

(i) the disestablishment of the three existing Faculties with effect from 1 August 2015

(ii) the formation of a new single unified Business School through the merger of the three Schools currently in the Business School Faculty with effect from 1 August 2015

(iii) retention of the remaining five Schools in their present configuration.

**6. ACADEMIC BOARD GOVERNANCE MATTERS**

**(i) Proposal to Extend Tenure of Elected Members** **AB(14/15)20**

6.1 Academic Board received the paper which outlined a proposal to extend, exceptionally, the tenure of elected Academic Board members whose terms of office expire between January and March 2015 to the end of the 2014/15 session to enable the Board to function effectively prior to its re-constitution ahead of the next session.

6.2 Academic Board **approved** the proposal and recommended it to Court for final approval.

**(i) Review of Academic Board Constitution & Committee Structure** **AB(14/15)21**

6.3 Academic Board received the paper which outlined a proposal for the conduct of an effectiveness review of the constitution and sub-committee structure of Academic Board, necessary to reflect changes arising from the new academic structure and to ensure alignment to Academic Strategy 2020.

6.4 Academic Board **approved** the proposal.

**7. DRAFT INTERNATIONALISATION STRATEGY** **AB(14/15)22**

7.1 Academic Board considered the paper which presented the Draft Internationalisation Strategy and outlined the context against which the Internationalisation Strategy had been developed. The eight strategic dimensions through which the University would achieve and demonstrate internationalisation were highlighted as was the process of consultation which had led to its development. It was noted that the Strategy sought to emphasise the breath of internationalisation.

7.2 Discussion followed during which members raised a number of questions and comments and provided a broad range of feedback on the Draft Strategy. In

particular, it was agreed that the Strategy should be more explicit with regard to European dimensions. It was also recognised that, through the planning process, it would be important to ensure that School and Professional Service plans were appropriately aligned to this and other emerging strategies. The strong benefit of international experiences for students was recognised as was the importance of increasing such opportunities and the ease of accessing them. It was noted that the feedback provided by Academic Board would inform the development of the Draft Strategy.

7.3 Thereafter, Academic Board **endorsed** the Draft Internationalisation Strategy.

## **8. STUDENT POPULATION FORECAST & EARLY MATRICULATION NUMBERS** **AB(14/15)23**

8.1 Academic Board considered the paper which summarised forecasts for the University's AY 2014/15 on-campus student population segments and provided an indication of trimester one enrolments. It was noted that the University would achieve its SFC funded places and would not exceed the SFC's tolerance threshold. It was noted that international recruitment into Edinburgh and RUK recruitment were down on both target and intake and remained areas of concern. It was recognised that there was a need to focus on the development of an appropriate recruitment strategy which would prioritise activity to improve this position.

8.2 Discussion followed around the need for appropriate marketing activity to stimulate recruitment, during which the revised approach to the University's visual identity and messaging was highlighted. The need to identify particular programmes or niche subject areas which may be attractive to RUK students was also highlighted.

8.3 Thereafter, Academic Board **noted** the report.

## **9. CONTEXTUALISED ADMISSIONS AND ADMISSIONS POLICY** **AB(14/15)24**

9.1 Academic Board considered the paper which presented the University's new Contextual Admissions Policy and revised Admissions Policy and outlined the background to their development.

9.2 Discussion followed during which it was requested that the wording of the disclaimer on disability be reviewed, and that applicability to international student recruitment be clarified. It was also requested that provision around online adjustments be reviewed.

9.3 Subject to the amendments outlined above, Academic Board **approved** the Contextual Admissions Policy and revised Admissions Policy.

## **10. ELIR UPDATE: UPDATE AND SUBMITTED REFLECTIVE ANALYSIS** **AB(14/15)25**

10.1 Academic Board considered the paper which provided an update on the University's preparations ahead of its Enhancement-Led Institutional Review (ELIR) in February/March 2015 and presented the final version of the Reflective Analysis and Case Study which would be submitted to the Quality Assurance

Agency by 12th December 2014. It was noted that the documents presented to the Board were subject to final proof reading and formatting.

10.2 Academic Board **noted** the update and the Reflective Analysis/Case Study.

## **11. DRAFT 2015/16 SFC OUTCOME AGREEMENT**

**AB(14/15)26**

11.1 Academic Board considered the paper which provided an update on the development of the 2015/16 Outcome Agreement with the Scottish Funding Council. It was noted that the refreshed version for 2015/16-2016/17 was an updated version of the existing agreement which had been amended to reflect Strategy 2020. It was noted that a well-developed draft of the Outcome Agreement for 2015/16 to 2016/17 would be submitted to the SFC on 8 December 2014.

11.2 Academic Board **noted** the draft 2015/16 Outcome Agreement and progress to date.

## **12. STUDENT PARTNERSHIP AGREEMENT WITH NAPIER STUDENTS' ASSOCIATION**

12.1 Academic Board received an update on progress with the development of the Student Partnership Agreement between the University and the NSA. It was noted that this had been deferred until the March Academic Board meeting to ensure the final agreement reflects the NSA Strategy and is aligned to the University's Student Experience Strategy. The President and Vice President of the NSA outlined a range of activity already underway in the context of the emerging agreement.

12.2 Thereafter, Academic Board **noted** the update.

## **13. TEACHING FELLOWSHIP SCHEME**

**AB(14/15)27**

13.1 Academic Board considered the paper which presented proposed changes to the operation of the Edinburgh Napier University Teaching Fellow Scheme. The factors which had necessitated a change to the current scheme were outlined and a number of areas to be finalised through future discussion were highlighted.

13.2 Discussion followed during which the paper was welcomed and the approach of aligning Scheme membership to HEA accreditation was endorsed. It was noted that the budget available for the Teaching Fellow Scheme would be considered through the University's annual planning and budgeting round.

13.3 Thereafter, Academic Board **approved** the changes outlined in the paper.

## **14. POTENTIAL HE GOVERNANCE BILL**

**AB(14/15)39**

14.1 Academic Board considered the paper which highlighted the Scottish Government's Consultation Paper on a Higher Education Governance Bill and the work underway with Universities Scotland to develop a sector response.

The Principal invited members to provide comments which she would feed into discussion at Court.

14.2 Discussion followed during which a varied range of views were expressed. These included concerns about the implications of proposals for institutional autonomy, a welcoming of proposals which would enhance the democratic process for membership of Governing Bodies and Academic Boards, concerns around proposed membership quotas, confusion around the purpose and intent of proposals regarding academic freedom, concern around proposals to change the title of Principal and concerns around proposals for remunerated, elected Chairs of Governing Bodies.

14.3 Thereafter, Academic Board **noted** the consultation.

## **15. HONORARY DEGREES AND FELLOWSHIPS REGULATIONS UPDATE** **AB(14/15)28**

15.1 Academic Board considered the paper which presented revised Regulations and Procedures for the Award of Honorary Degrees and Fellowships, as recommended by the Honorary Awards Committee.

15.2 Discussion followed during which the need for greater promotion of the Honorary Awards process internally in order to encourage a higher number of nominations was recognised.

15.3 Thereafter, Academic Board **approved** the revised Regulations and Procedures and recommended them to Court for final approval.

## **PART B RECEIPT OF MINUTES**

Academic Board received the minutes of the following meetings to confirm that its sub-committees were continuing to meet their remits and were undertaking business on its behalf to the standard it expects.

No comments were raised on any of the minutes on this occasion.

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| 16. Minutes of Academic Strategy & Enhancement Committee held on 01 October 2014   | <b>AB(14/15)29<br/>(Professor Sambell)</b>    |
| 17. Minutes of Research & Knowledge Exchange Committee held on 02 October 2014   | <b>AB(14/15)30<br/>(Professor Sambell)</b>    |
| 18. Minutes of Collaborative Provision Committee held on 03 October 2014   | <b>AB(14/15)31<br/>(Mr Huxham)</b>            |
| 19. Minutes of University Research Integrity Committee held on 07 October 2014   | <b>AB(14/15)32<br/>(Professor McCleery)</b>   |
| 20. Minutes of Faculty of Engineering, Computing & Creative Industries Academic Board held on 28 October 2014  | <b>AB(14/15)33<br/>(Dr Cairncross)</b>        |
| 21. Minutes of the Business School Academic Board held on 28 October 2014  | <b>AB(14/15)34<br/>(Professor Stonehouse)</b> |
| 22. Minutes of University Research Integrity Committee held on 04 November 2014<br>Minutes not available for consideration at this meeting. Carried forward to the next meeting. | <b>AB(14/15)35<br/>(Professor McCleery)</b>   |
| 23. Minutes of Faculty of Health, Life & Social Sciences Academic Board held on 12 November 2014   | <b>AB(14/15)36<br/>(Mr McIntosh)</b>          |

24. Minutes of Academic Strategy & Enhancement Committee held on 19 November 2014

**AB(14/15)37  
(Professor Sambell)**

## **PART C ITEMS FOR INFORMATION**

### **25. REPORT ON UNIVERSITY KEY RISKS APPROPRIATE TO ACADEMIC BOARD\*** **AB(14/15)38**

25.1 The Board **noted** the report which provided a first assessment of confidence in the management of the University's Top Risks for academic year 2014/15.

### **26. SCHEDULE OF MEETINGS 2014/15:**

06 March 2015

12 June 2015

All at 9.00am, Rivers Suite, Craiglockhart Campus.

## **VALEDICTIONS**

The Convenor noted that this was the last meeting for Chris Pinder (Director of Information Services) who was retiring at the end of the year following 28 years of service to the University and its predecessor institutions. Thanks were extended to Chris for his contribution to the University and to the work of the Academic Board.

The Convenor noted that this was the last meeting of Professor Alison McCleery who had served on the Board for 7 years in elected and ex-officio positions. Thanks were extended to Alison for her contribution to the work of the Board.

**\*denotes a paper to which an exemption under the Freedom of Information (Scotland) Act 2002 applies.**