

## UNIVERSITY COURT OF ST ANDREWS

AT ST ANDREWS on the 26<sup>th</sup> day of SEPTEMBER 2008 AT A SPECIAL MEETING  
OF THE COURT OF THE UNIVERSITY OF ST ANDREWS

**Present:** Mr Simon Pepper, *Rector (President)*; Professor Ewan Brown, *Senior Governor*; Professor Keith Brown, *Deputy Principal & Master*; Mr William Berry, *Chancellor's Assessor*; Mr James Shield, *Director of Representation, Students' Association*; Miss Kathleen Patrick, *General Council Assessor*; Mrs Kay Blair, Dr Norval Bryson, Mr Peter Cabrelli, Mr Mervyn Jones, and Rev Dr Marjory MacLean, *Non-Executive Members*, Mr Roy Dittrich, *Non-Teaching Staff Member*.

**In attendance:** Mrs Lorraine Fraser, *Academic Registrar & Clerk*; Professor Ronald Piper, *Vice-Principal (Governance & Planning)*, Mr Derek Watson, *Quaestor & Factor*.

**Apologies:** Sir Anthony Bagnall, Professor Robert Crawford, Mr Peter Grant, Mr Alan Harden, Mr Andrew Keenan, Dr Brian Lang, Professor Andrew MacKenzie, Mrs Christina Potter, Dr Charles Warren, Dr Claire Whitehead Mr Oliver Markeson, *Rector's Assessor*;

### I WELCOME

The Rector welcomed Kay Blair and Mervyn Jones, the newly appointed non-executive members to their first meeting of Court. It was noted that a further welcome would be extended at the October meeting of Court when more members were present.

### II PRINCIPAL'S RESIDENCE

The Senior Governor introduced the report of the sub-committee of Court regarding the Principal's Residence by recording thanks to the members of the sub-committee and in particular to the Quaestor & Factor and the Director of Estates for their extensive work on the matter over the summer months.

Members received a confidential report on the options to provide appropriate official entertaining space for the University combined with residential accommodation for the Principal and her family. The sub-committee had considered around twelve options which they had narrowed down to two.

The first related to the purchase of a house, in the historic core of the town, not already owned by the University. This had been ruled out on the grounds of cost.

The second, which would advance elements of the Estate Strategy by providing decant space for the move of one or more schools into more appropriate space, had two variants - the acquisition of an existing building in the town or the erection of temporary accommodation on the North Haugh. Consideration had been given to the timing and costs of both variants.

The first was contingent on a successful negotiation with Fife Council regarding the acquisition of the redundant Greyfriars Primary School on Abbey Walk and the second would be contingent on planning permission from Fife Council regarding the siting of modular units.

Members noted that the timetable for both variants would be around 12 months. In the interim, suitable rented accommodation for the Principal had been arranged

The Senior Governor confirmed that he had discussed the proposals with Court members who were unable to attend the meeting. They had all been very positive and supportive.

After a full debate, Court agreed:

The purchase of Greyfriars School to be occupied by service units; the necessary refurbishment of 79 North Street to be occupied by the School of Economics; the movement of the School of Art History to Castlecliffe and the refurbishment of University House to provide official entertaining space, guest accommodation and a residence for the Principal and her family on the top floor.

It was expected that the proceeds from the sale of Braetees (recognising that in the present market it may be prudent to hold the house for a period) would largely cover the direct cost attributable to the Principal's personal requirements.

The Quaestor was given discretion regarding the purchase price of Greyfriars School.

Members also discussed the messages that should be communicated to staff and students in a formal announcement that would be made as soon as the Greyfriars School negotiations were completed.

The Rector recorded thanks on behalf of Court to the Working Group (Dr Norval Bryson (Convener); The Senior Governor; Rev Dr Marjory MacLean, The Quaestor & Factor; The Deputy Principal; The Vice-Principal (Governance & Planning) and the Director of Estates) for their considerable amount of work. The Working Group would now stand down as their task had been completed.

### **III ANY OTHER BUSINESS**

#### **(a) Student Accommodation**

Members received an update from Senior Management and student representatives with regard to the accommodation situation due to the increase in student numbers. Additional costs have been incurred in leasing an additional 72 bed spaces in the town centre. It was anticipated that the majority of the additional costs would be off set by the increased fee income.

Court paid tribute to all those who had worked tirelessly to resolve the issue, particularly Isobel Clifford and the staff in the Accommodation Office.

**IV NEXT MEETING**

The next full meeting of Court was scheduled to take place on Friday 17 October 2008 at 10 am in **Upper College Hall**.

## UNIVERSITY COURT OF ST ANDREWS

AT ST ANDREWS on the 17<sup>th</sup> day of OCTOBER 2008 AT A MEETING OF  
THE COURT OF THE UNIVERSITY OF ST ANDREWS

**Present:** Mr Simon Pepper, *Rector* (President); Professor Ewan Brown, *Senior Governor*; Dr Brian Lang, *Principal*; Professor Keith Brown, *Deputy Principal & Master*; Mr William Berry, *Chancellor's Assessor*; Mr Andrew Keenan, *President, Students' Association*; Mr James Shield, *Director of Representation, Students' Association*; Mr Oliver Markeson, *Rector's Assessor*; Miss Kathleen Patrick, *General Council Assessor*; Professor Robert Crawford, Professor Andrew MacKenzie, Dr Claire Whitehead & Dr Charles Warren, *Senate Assessors*; Sir Anthony Bagnall, Mrs A Kay Blair, Dr Norval Bryson, Mr Mervyn Jones, Rev Dr Marjory MacLean, and Mrs Christina Potter, *Non-Executive Members*.

**In attendance:** Mrs Lorraine Fraser, *Academic Registrar & Clerk*; Mr Stephen Magee, *Vice-Principal (External Relations)*; Professor Alan Miller, *Vice-Principal (Research)*; Professor Ronald Piper, *Vice-Principal (Governance & Planning)*, Professor Christopher Smith (*Proctor & Provost of St Leonard's College*) Mr Derek Watson, *Quaestor & Factor*; Mrs Alice Haworth, *Court Secretary*; Mrs Lesley Duncan, *Head of Procurement (item III only)*; Mrs Ester Ruskuc, *Registry Operations Manager (Item III only)*.

**Apologies:** Mr Peter Cabrelli; Mr Roy Dittrich; Councillor Peter Grant; Mr Alan Harden.

### I. REGULAR BUSINESS

#### 1. WELCOME

The Rector extended a welcome to Mrs Kay Blair and Mr Mervyn Jones, the two new members.

#### 2. MEMBERSHIP

Court Membership for 2008-9 was received and noted.

#### 3. MINUTES OF PREVIOUS MEETINGS

##### (i) Minutes of Court Meeting – 4 July 2008

The minutes were received, agreed as a correct record and signed by the President.

**(ii) Minute of the Special Court Meeting – 26 September 2008**

The minutes were received.

The following amendment was agreed prior to being signed by the President.

Page 2 – Paragraph 6 to read –“The Quaestor & Factor was given discretion regarding the purchase price of Greyfriars School and the overall budget for the contingent works required at 79 North Street and Castlecliffe.”

**4. MATTERS ARISING**

**(i) Principal’s Residence and related works**

The Quaestor & Factor provided clarification to Court that should the purchase price of Greyfriars School and the cost of the works in 79 North Street and Castlecliffe depart materially from the estimates presented at the meeting on 26 September 2008, this would be brought back to Court for further approval.

The Quaestor & Factor also provided an update on progress to date. The project was moving according to plan with confirmation of the purchase of Greyfriars School expected from Fife Council on 23 October 2008. Discussions had commenced with the two tenants on site. If all continued according to plan, the work would commence at Greyfriars on Monday 27 October 2008.

**(ii) Support for the Heads of School**

The Deputy Principal & Master reported on further discussions and consideration that had been given to the tenure for Heads of School appointments. All Heads of School and Academic Council had been consulted and there was general agreement that the paper should stand with the normal tenure being for five years. It was however understood that no Head of School would be forced to remain in the position longer than he or she wished. There was provision for earlier termination of an appointment should this be appropriate.

**(iii) Court Nominee on General Council Business Committee**

Mrs Kay Blair was confirmed as the Court nominee on the General Council Business Committee to replace Mr Graeme Scott.

**(iv) Utilisation of Unsuccessful Candidates**

The Vice-Principal (Governance & Planning) confirmed that the University was continuing to consider ways of utilising the skills of unsuccessful candidates for Court membership in other activities in the University. One such case had been the appointment of Dr Mary Popple as the new external member on the Audit Committee.

Mr Graeme Scott and Mrs Christine Davis were continuing to assist the University with a number of key projects and activities.

**(v) Strategic Plan**

The Vice-Principal (Governance & Planning) confirmed that the requested changes had been incorporated within the final version of the Strategic Plan which had now been published on the University Web-site.

**(vi) Co-ordination of Publications – 600<sup>th</sup> Anniversary**

The Vice-Principal (External Relations) presented a paper updating Court on how the 600<sup>th</sup> Anniversary information would be incorporated within the key University publications. There had been a constructive meeting with the Alumnus Association Committee to ensure a co-ordinated approach to information sent to Alumni.

**5 BUSINESS FROM THE PRINCIPAL'S OFFICE**

**(i) Report from the Principal**

The Principal expanded on his written report (on file Court 08/32).

**SFC/Universities Scotland meeting on Funding:** The Principal and the Senior Governor had attended a meeting to consider the interim report from the Joint Future Thinking working Group. The interim report had now been deemed as being the final report. Although it was recognised that Universities made a valuable contribution to Scotland's economic growth no additional resources were being made available.

**Developments in Malaysia:** The Principal emphasised that discussions regarding the potential for a satellite University of St Andrews in Malaysia were at a very early, exploratory stage.

**Collaboration with William & Mary:** The Principal reported on the potential development of a joint degree with William & Mary College in Virginia.

**The Sunday Times:** Court recorded its appreciation to all staff for their contribution to the continued success of the University and on being named Scottish University of the Year.

**(ii) Report from the Deputy Principal & Master**

The Deputy Principal & Master presented a report (on file Court 08/04) on a range of matters relating to Academic Policy, Strategic Projects, Metrics and News from the Schools.

Court's attention was drawn to the need to address the Convenership of the Academic Audit Committee at an early stage in preparation for the next round of ELIR.

The University's position in the Key Metrics was noted. Whilst the relative position had in general improved or at least been maintained in the majority of cases, the position had dropped to 83<sup>rd</sup> in the World rankings. Court commended the Deputy Principal on his report and the provision of information to Court on key academic business.

**(iii) Report from the Proctor & Provost**

**a) National Student Survey**

Members received and noted the summary results (on file Court 08/05) from the 2008 National Student Survey.

**b) Health Awareness**

Court received and noted information (on file Court 08/05) on the action being taken by the University to address a number of health awareness issues including those related to alcohol.

**c) Non-Academic Discipline Regulations**

Members received a proposal for revisions to the Non-Academic Discipline section of the Code of Practice on Appeals, Complaints and Discipline (on file Court 08/05).

The changes were being proposed in the light of operating the previous procedures over a period of 18 months. The principles of the changes had already been discussed by the Student Committee and would be considered in detail at the next meeting.

Court approved the revised section subject to some minor amendments. It was also noted that a review of the staff disciplinary procedures had also been undertaken and would be considered at the next meeting of the Staff Committee.

#### **6. HEALTH & SAFETY COMMITTEE**

Court received the report (on file Court 08/06) of the Health & Safety Committee's meeting on 12 September 2008.

The Vice-Principal (Research) provided members with an update in relation to the ventilation systems within the research facilities in the Bute Medical Building and Psychology. Assurances were given that the requirements of the Health & Safety Executive had been met. However, it was noted, that further work was required to meet certain Home Office requirements

#### **7. ACADEMIC AUDIT COMMITTEE**

Court received the report (on file Court 08/07) of the Academic Audit Committee's meeting on 8 October 2008. Court also received the Baseline Report on Quality Arrangements which had been submitted to the Scottish Funding Council. Members commended the report and particularly welcomed the clarification of how Court discharged its responsibilities for quality.

#### **8. AUDIT COMMITTEE**

Court received and noted the report of the Audit Committee meeting (on file Court 08/08) on 7 October 2008.

In receiving the report, Court also approved the revised remit of the Audit Committee (on file).

#### **9. SUPERANNUATION & LIFE ASSURANCE SCHEME**

Court received and noted the report of the Superannuation and Life Assurance Scheme meeting (on file Court 08/10) on 16 September 2008.

#### **10. DEVELOPMENT COMMITTEE**

Court received and noted the report of the Development Committee meeting (on file Court 08/10) on 16 September 2008.

Clarification was provided to members regarding the designation of part of the Medical Project fundraising to scholarships at the request of the donor.



An update was also provided regarding the ongoing efforts to secure further funding for the Arts Building and for MUSA.

Members noted that the 600<sup>th</sup> Anniversary Communication Strategy and amended terms of reference for the Development Committee would be presented to the December meeting of Court for approval.

#### **11. ACADEMIC COUNCIL**

Court received the report (on file Court 08/11) of the Council's meeting on 19 September 2008. In doing so Court approved the appointment of a number of External Examiners and Honorary Appointments as recommended by the Academic Council.

#### **12. CLERK'S ITEMS**

Court received a report from the Clerk (on file Court 08/12).

Court homologated the decision taken by the Vacation Committee to secure a town property to provide around 70 additional bed spaces.

Court also gave final approval to Court Resolution 2008 No2 in relation to the Foundation of Chairs.

Information relating to the forthcoming Rectorial Elections, the November Graduations and recent Staff changes were noted.

## **II PLANNING & RESOURCES COMMITTEE (PARC) BUSINESS**

### **1. Report of PARC Meeting**

Court received a report (on file Court 08/13) of the meeting of PARC on 16 September 2008.

### **2. Financial and Economic Situation**

Members discussed the possible impact on the University of the worsening financial and economic situation in relation to staff and students, research income sources, philanthropic donations, corporate fundraising, bank borrowing and asset disposals.

It was agreed that the some of the risks within aspects of the strategic plan may require to be re-assessed, particularly with regards to the impact of rising inflation and the critical need to protect the University's human capital asset.

A direct impact on graduate recruitment would be a move away from City jobs to other sectors. There may also be a higher demand for some aspects of Postgraduate Study for students who wish to delay entering the job market.

The Quaestor & Factor emphasised the need to seriously consider what aspects of the business we have to stop delivering to save significantly on the overall costs. There was a major impact on salary costs with the final instalment of the last pay settlement. In addition business-critical investment in the IT infrastructure was required.

### **3. FINANCIAL STATEMENTS 2007/8**

#### **(a) Summary Financial Report for the 12 months to 31 July 2008**

Court received and noted the summary Financial Report (on file Court 08/15) which provided Court members with a detailed context to the Annual Accounts.

#### **(b) Financial Statements for the 12 months to 31 July 2008**

Court received the Financial Statements for the year to 31 July 2008 (on File Court 08/14). The accounts had been considered in detail by PARC and the Audit Committee.

Court approved the Accounts for signature.

### **4. ESTATES PROJECTS**

#### **(a) Medical Project Update**

Members received an update on the progress in relation to the Medical Project (Court 08/16). In particular, consideration was given to an update on the Business Case targets which had been a condition of the funding commitment. Assurances were provided with regard to the planned recruitment numbers particularly in relation to overseas students.

Members of Court noted the timescales for achieving cost-certainty on the project and agreed that these should be kept under review.

#### **(b) Library Re-development**

The Proctor and Provost presented a report to court (Court 08/17) outlining the progress to date in relation to the Library Re-development project. The Stage C report had now been received and this outlined a proposal for extending the existing Library as outlined on Option 1 of the paper.

Court approved the costs required to proceed to Stage D which would facilitate the engagement of an architect and the preparation of a full cost proposal.

**(c) Other Estates Projects**

Members received a paper (Court 08/18).

Progress was noted in relation to the Fife Structure Plan, and the St Andrews Local Plan. Outline planning permission for housing development would be sought for the Grange site. The developments in relation to the Gatty Marine were being monitored closely by PARC.

Members expressed some concern regarding public statements that had been about the proposed Biomolecular Sciences Research Cluster (BSRC) following confirmation of the major Wellcome Trust grant. Re-assurance was given to members that any building project would be presented to Court for approval.

The Quaestor & Factor updated members with regards to the energy infrastructure difficulties particularly at the North Haugh. PARC had agreed that the difficulties facing the University were a major concern that would require further investment. It was hoped to arrange a presentation of all the issues from an appropriate expert at a future Court meeting.

**5. ADMISSIONS STRATEGY AND RELATED ISSUES**

**(a) Admissions Strategy**

Members received and approved the Admissions Strategy (Court 08/19), which was a key supporting strategy of the University Strategic Plan.

Issues raised by PARC in relation to UCAS Tariff Points, entry requirements and the domestic quota figures had all been addressed within the final version.

**(b) Student Entrant Numbers**

A paper was received and considered (Court 08/20) which provided Court with further information on the over-recruitment of students that had arisen.

The Vice-Principal (External Relations) advised Court on the issues surrounding the management of entrant numbers and in particular the very substantial increase in offer acceptances that had been experienced. Some other Scottish universities had

also experienced an increase but the impact on the local community for a city-based University was not as significant.

Court approved the proposal as outlined in the paper which would result in the number of offers being reduced in 2009/10 from over 5000 to 3500 of which only 3000 would be new offers. The risk of undershooting target numbers was recognised. However, it was agreed that while the University business needed to grow, there was a need to reassure the local community that there would be careful management of student number within the town.

The excellent work carried out by all staff to manage the provision of accommodation for the larger student intake was commended. It was however recognised that valuable lessons had also been learned in relation to effective communication within and around the University.

### **III UNIT REVIEWS**

#### **1. REGISTRY**

Mrs Ester Ruskuc, Registry Operations Manager, gave a presentation (on file) outlining the structure and key operational functions of the Registry. Registry had a critical role in the management of all student related data and this underpinned a number of other critical functions across the University. Work was currently ongoing to ensure a greater focus on the user requirements from both ends of the processes with a view to providing an improved level of support to Schools, Units and to students.

#### **2. PROCUREMENT**

Mrs Lesley Duncan, Head of Procurement provided a presentation (on file) on the structure and work of the Procurement Office. The McClelland report in 2006 had provided the impetus for many of the Procurement developments across the sector including the formation of National Centres of Excellence in Procurement. Since 2006 the Unit at St Andrews had made significant progress resulting in integrated processes, the establishment of an Internal Buyer Network, electronic processing of orders to purchase where possible and the establishment of Best Practice indicators to demonstrate value for money in all the procurement processes.

Court welcomed this further insight to the University's service units and thanked the two presenters.

**IV ANY OTHER BUSINESS****1. Deputy Senior Governor**

Court approved the Senior Governor's nomination of Dr Norval Bryson in succession to Graeme Scott.

**2. December meeting of Court**

Members noted that due to a change in the availability of Dr Louise Richardson, the Court meeting in December would be a standard, morning only meeting.

**3. Rector**

The Principal recorded the warm thanks of Court and the wider University community to Mr Simon Pepper who would conclude his term of office as Rector on 31 October 2008. Mr Pepper's role on encouraging transparent debate and facilitation of a sensible approach to chairing meetings had been particularly welcomed.

In response Mr Pepper thanked Court for its good wishes and recorded his thanks to his assessors, Ben Nicholson and Ollie Markeson.

**V Date of Next Meeting**

Friday 5 December 2008 at 1000 in Venue 2 of the Students Association

## UNIVERSITY COURT OF ST ANDREWS

AT ST ANDREWS on the 5<sup>th</sup> day of DECEMBER 2008 AT A MEETING OF THE COURT OF THE UNIVERSITY OF ST ANDREWS

**Present:** Mr Kevin Dunion, *Rector* (President); Professor Ewan Brown, *Senior Governor*; Dr Brian Lang, *Principal*; Professor Keith Brown, *Deputy Principal & Master*; Mr William Berry, *Chancellor's Assessor*; Mr Andrew Keenan, *President, Students' Association*; Mr James Shield, *Director of Representation, Students' Association*; Ms Georgina Rannard, *Rector's Assessor*; Miss Kathleen Patrick, *General Council Assessor*; Professor Robert Crawford, Professor Andrew MacKenzie, Dr Claire Whitehead & Dr Charles Warren, *Senate Assessors*; Sir Anthony Bagnall, Mrs A Kay Blair, Dr Norval Bryson, Mr Peter Cabrelli, Mr Roy Dittrich, Councillor Peter Grant, Mr Mervyn Jones, Rev Dr Marjory MacLean, and Mrs Christina Potter, *Non-Executive Members*.

**In attendance:** Mrs Lorraine Fraser, *Academic Registrar & Clerk*; Mr Stephen Magee, *Vice-Principal (External Relations)*; Professor Ronald Piper, *Vice-Principal (Governance & Planning)*, Professor Christopher Smith (*Proctor & Provost of St Leonard's College*) Mr Derek Watson, *Quaestor & Factor*; Professor Phil Winn, *Vice Principal (Learning & Teaching)*, Mrs Jilly Carrell *Events Manager - 600<sup>th</sup> Anniversary (for item I 6)*, Mr John Maguire, *Director of Estates (for item II 5)*, Dr Michael Downes, *Director of Music Centre (for item III 1)*.

**Apologies:** Mr Alan Harden, *Non-Executive Member*, Professor Alan Miller, *Vice Principal (Research)*.

### I. REGULAR BUSINESS

#### 1. WELCOME

The Senior Governor opened the meeting by extending a welcome to Mr Kevin Dunion, the newly appointed Rector and President of Court.

#### 2. MINUTES OF THE PREVIOUS MEETING

The minutes of the meeting held 17 October 2008 were received, agreed as a correct record and signed by the President, subject to the following amendments to Item 5(i):

- i) Developments in Malaysia: ".....the potential for a University of St Andrews **presence** in Malaysia was at ....."
- ii) To amend the heading of the third paragraph to read "**Collaboration with the College of William & Mary**."

#### 3. MATTERS ARISING

- i) Development Committee (Item 10) – members noted that the amended Terms of Reference would be presented to a future meeting of Court.

#### **4. BUSINESS FROM THE PRINCIPAL'S OFFICE**

##### **(i) Report from the Principal**

The Principal expanded on his report (on file Court 08/24).

**Medical Building:** At a recent ceremony on the site attended by Vinod Sekhar and members of his family, and on the assumption that the full gift of £8 million would be received by the University, the building had been named "The BC Sekhar School of Medicine and Interdisciplinary Medical Research Institute" in memory of Vinod Sekhar's father

**Public Meeting:** A Public Meeting had been held on 24 November to update the local community on two new buildings – an energy research centre and a centre for research in biomolecular science - both of which would shortly proceed to the planning stage.

**Political Developments:** (i) The Joint Future Thinking Task Force Report had recently been published and the proposal was for the future funding of universities through two funds, one for ongoing operations and a "*Horizon Fund*" for new activities and initiatives. However the fact that no new funding was to be made available to the sector rendered the exercise cosmetic rather than progressive.

(ii) Letter of Guidance: Fiona Hyslop had recently issued a letter of guidance to the Scottish Funding Council which included an indication of the need for universities to demonstrate greater alignment to short-term government policies. St Andrews currently received less than one third of total income from the Scottish Funding Council yet there were implications that a disproportionate level of control in relation to the curriculum and the nature of research undertaken could be expected by SFC.

##### **(ii) Report from the Deputy Principal & Master**

The Deputy Principal & Master reported (on file, Court 08/25) on a range of matters relating to Policy issues in Research and Learning & Teaching and Strategic Projects; an update on recent research grants and awards and news from Schools in relation to awards and appointments.

Research Assessment Exercise: The results would be announced on 18 December. Due to changes in the data to be released it was not currently clear how the results would feed in to future league tables as volume indicators were not being announced for each university. The financial effects on the University would not be known until March

Collaboration with the College of William & Mary: The Master and the Vice Principal (Learning & Teaching) provided additional information to Court on the development of a collaborative degree programme,

initially involving an undergraduate honours degree programme from four Schools in the Faculty of Arts. It was hoped that this would lead to further initiatives including joint research activity and staff exchanges.

## **5. AUDIT COMMITTEE**

Court received and noted the report of the Audit Committee meeting (on file Court 08/26) held on 28 November 2008.

In receiving the report, Court also approved the updated Standing Financial Instructions (on file).

## **6. DEVELOPMENT COMMITTEE**

### **(i) Minute of Meeting**

Court received and noted the report of the Development Committee meeting (on file Court 08/27) held on 4 November 2008.

### **(ii) Major Gift Funding Strategy**

Court received and approved the proposed Strategy for Major Donor Fundraising (on file).

### **(iii) Anniversary Events Plan**

Sir Anthony Bagnall introduced Mrs Jilly Carrell, who had been appointed as the Events Manager for the 600<sup>th</sup> Anniversary.

Two papers were tabled (on file Court 08/29).

The papers outlined a range of potential events and activities. Court members were asked to review them and respond directly by e-mail to Jilly Carrell or Sir Anthony Bagnall by 5 January 2009.

It was suggested that the events programme should have a strong intellectual component to ensure the message portrayed externally was that the core business of the University was the pursuit of excellence in academic teaching and research.

## **7. GOVERNANCE & NOMINATIONS COMMITTEE**

Court received the report (on file Court 08/30) of the Governance & Nominations Committee meeting held on 14 November 2008.

## **8. HEALTH & SAFETY COMMITTEE**

Court received the report (on file Court 08/31) of the Health & Safety Committee meeting held on 7 November 2008.



## **9. INVESTMENTS & COLLECTIONS COMMITTEE**

Court received the report (on file Court 08/32) of the Investments & Collections Committee meeting held on 27 October 2008.

In receiving the report, Court also approved the Strategic Plan, the Annual Report and the Disposal Policy for the Museum Collections (all on file).

## **10. REMUNERATION COMMITTEE**

Court received the report (on file Court 08/33) of the Remuneration Committee's meeting held on 14 November 2008.

In receiving the report, Court also approved the revised remit for the Committee (on file)

## **11. STAFF COMMITTEE**

### **(i) Report of Meeting**

Court received the report (on file Court 08/34) of the Staff Committee's meeting held on 18 November 2008.

### **(ii) Policies for Approval**

Court received a range of policies for consideration and approval. As a result the following Policies were approved for immediate implementation – *Procedures and Guidelines on the Academic Probation Scheme; Early Retirement Policy & Guidance; Academic Staff Promotions Procedures 2008/9; Starting Salary Policy.*

In approving the Academic Staff Promotions Procedures, Court noted the concerns expressed by Professor Mackenzie regarding the setting of criteria for Promotions to Chair level that favoured volume of service over quality of achievement and indicators of outstanding potential. It was agreed that a close observation of the Procedures in practice and review the Procedures thereafter if necessary.

A Communications Policy and a revised Whistleblowing policy were also considered. It was agreed that the Communications Policy, which extended far beyond staffing issues, should be considered by PARC and brought back to Court. The Whistleblowing Policy was remitted to the Audit Committee for final approval before submission to Court.

## **12. STUDENT COMMITTEE**

Court received the report of the Student Committee meeting (on file Court 08/36) on 14 November 2008. Members noted that revisions

to the Committee's remit would be submitted to a future meeting for approval.

In receiving the report Court approved the revised *Student Personal Details Code of Practice* and the *Disability Equality Scheme – Annual Report 2008* (both on file).

### **13. ACADEMIC COUNCIL**

Court received the report (on file Court 08/37) of the Council's meeting on 21 November 2008. In doing so Court approved the appointment of a number of External Examiners and Honorary Appointments as recommended by the Academic Council.

### **14. CLERK'S ITEMS**

Court received a report from the Clerk (on file Court 08/38).

In receiving the report Court approved Court Resolution No 3 for promulgation in the usual manner and the appointment of the Trustees of the University of St Andrews American Foundation, Inc. for the period 1 August 2008 to 31 December 2010.

*The Senior Governor took the chair for Parts II and III of the meeting*

## **II PLANNING & RESOURCES COMMITTEE (PARC) BUSINESS**

### **1. REPORT OF PARC MEETING**

Court received the report (on file Court 08/39) of the meeting of PARC on 4 November 2008.

### **2. FEES AND CHARGES**

#### **(i) Student Residential Charges**

Court received and approved the revised Student Residential Charges (on file). Court noted that following representation from the Student body the additional utility charge originally designated for Fife Park would be spread across the whole Residential system. Students indicated that while they were concerned with the impact of the proposed rent increases, they also recognised that there was a need for the income required to sustain the Residential system.

#### **(iii) Academic and Academic Related Fees**

Court received and approved the proposed Academic and Academic Related Fees (on file) for implementation in Session 2009/10. The indicative fee rates to 2012/13 were also noted. Part of the process of revision had involved a simplification of the

Postgraduate fee structure with a phased introduction of the number of fee bands applied.

### **3. SUMMARY FINANCIAL REPORT – to 31 October 2008**

Court received and noted the Summary Financial Report (on file Court 08/42). The Quaestor confirmed that the financial position was generally on target with the planned budget and that any variations in the expected position related principally to the timing of receipts and payments.

### **4. ESTATES PROJECTS**

For item (ii) a declaration of interested was noted from Mr Peter Cabrelli. For item (iii), a declaration of interest was noted from Councillor Peter Grant.

#### **(i) New Medical School**

Court received a paper (on file Court 08/43) showing that the construction process was on time and on budget relative to the Plan.

Court considered an update on progress against the conditions for the project set in March 2008. In particular it was noted that proposed property realisations were seriously affected by the current economic climate and could not be progressed for the time being. In relation to the provision of additional residential accommodation using off balance sheet funding, this too had become more problematic although it had been decided to apply for planning permission and discussions were continuing with the students regarding the style of accommodation planned.

The project costs were now reaching 100% certainty and remained within the planned budget.

#### **(ii) Carnegie Sports Pavilion**

Court discussed and approved a paper (on file Court 08/44) proposing a renovation of the Carnegie Pavilion and a subsequent lease agreement with Dundee United Football Club (DUFC). There were risks in the arrangements but they were felt to be reasonable given the benefits that could be expected

The Quaestor confirmed that the facilities were currently under utilised due to the condition of the building. The planned refurbishment and subsequent lease agreement would provide an enhanced facility for student and community use. It was noted that some facilities may be zoned for exclusive use by DUFC during the football season but this would not adversely affect use by Athletic Union and local clubs.

### **(iii) Town Centre Developments**

The Quaestor confirmed that Fife Council had finally voted to approve the sale of Greyfriars School to the University. Very disappointingly, because of the delay in getting approval, the overall programme of renovations and moves had been seriously affected. The School of Art History would now require to be moved into modular accommodation on the Scores in June 2008 to allow work to be carried out on 9 The Scores and on 79 North Street. The intention was to bring forward a major refurbishment of North Street, rather than the cheaper, basic works originally proposed.

The full cost of the refurbishment projects was being calculated together with a timetable and these would be brought to Court via PARC for approval.

## **5. ENERGY INFRASTRUCTURE**

Mr John Maguire, Director of Estates presented the major energy infrastructure issues the University was facing, particularly at the North Haugh, and outlined plans to address them.

The additional buildings at the North Haugh had put considerable pressure on a power supply that was already not adequate. The main supply line was being upgraded (at a cost of £800,000) with a new high voltage cable being run from the main sub-station at the south of the town to the rear of New Hall. It was expected that this work would be completed by March 2009.

Mr Maguire outlined some longer term energy solutions that were under consideration. These included the provision of CHP Unit to support the Medical Science Building and the annexe to the BMS building; the provision of spare hot water to buildings on the North Haugh; the rationalisation and upgrade of the supply to the Purdie Building; the potential for a Bio-mass facility and wind power.

## **6. STUDENTS' ASSOCIATION**

Court received and noted a paper (on file Court 08/45) providing an update on the Students' Association financial position, a summary of the budget position and an update on the legal position of the Association. The paper also outlined the consultations that would be necessary to progress any plans for the renovation and refurbishment of the Association Building.

### **III ANNUAL REVIEWS**

#### **1. MUSIC CENTRE**

Dr Michael Downes, the new Director of Music, made a presentation to Court on the music provision within the University and some plans and aspirations for the future.

The Music Centre was based within the Younger Hall and currently had 514 registered users, 30 teachers providing 300 individual lessons each week and mounted around 35 concerts each semester. 11 ensembles and numerous student-led groups were attached to the Centre and there was a thriving Organ Summer School and Distance Learning Courses in Jazz.

Plans for the future included raising the standards of the main ensembles (including the Chapel Choir). The Centre wished to cater for a wider range of styles including Scottish traditional music and develop in new areas such as opera, contemporary music and composition. Further development of the academic provision was also planned with new modules being developed for implementation from the 2009 session.

The Younger Hall had a key role in the wider community. The building itself presented some challenges and some improvements in facilities were required although overall the concert hall was an excellent facility.

Court thanked Dr Downes for his enthusiastic and inspirational presentation with plans that would dovetail effectively with the 600<sup>th</sup> Anniversary plans.

#### **2. STUDENTS ASSOCIATION**

Mr Andrew Keenan, Association President and Ms Philippa Dunn, Association Director of Student Development and Activities presented some key aspects of the activities of the Association.

The Association now had over 120 societies which was the highest number of any University in the UK in proportion to the student population. In addition there was a significant charities involvement by the students with over £160k being raised by students during 2007/8. Student representation was a critical part of the work of the Association and there was regular participation by the Sabbatical team in the work of *CHESS* (Coalition of Higher Education Students in Scotland). The Association employed a part-time Accommodation Advocate who provided an essential service checking leases; training landlords and providing support to students on accommodation issues.

A key aspect of the role of the Association President was to promote Town and Gown relations and to build links between students' societies and societies and groups based in the local community. A number of the Association's societies and organisations were involved in activities with local school children including STAR FM and Mermaids.

Many of the student activities provided students with invaluable experience to obtain transferable skills and experience that greatly assisted with the graduate recruitment of St Andrews' students.

Future activities would be focused around the challenge of the redevelopment and refurbishment of the building which was no longer fit for purpose.

The representatives were congratulated on the significant role the Association played in the overall students' experience and satisfaction in St Andrews. Further opportunities for students to be involved in the local community and to expand their transferable skills were identified.

Court welcomed the insight in to the significant work of the Association and extended thanks to them for also hosting the Court meeting.

#### **IV ANY OTHER BUSINESS**

##### **1. MUSA**

A letter would be sent to Ian Carradice and his team congratulating them on the success of the University's new museum, MUSA, which had officially opened in November.

##### **2. THE PRINCIPAL**

On behalf of Court, the Senior Governor thanked the Principal for the great service he had given to the University and for the way he had related to Court and its committees. The open and trusting interaction with Court members on the business of the University had been greatly appreciated and had facilitated an excellent working relationship. Good wishes were extended by members to Dr Lang for a happy retirement.

Dr Lang responded by thanking Court for their time, expertise and commitment to the University which was greatly valued. He had found his time at the University rewarding and fulfilling and wished the University well for the future.

#### **V DATE OF NEXT MEETING**

Friday 20 February 2008 at 1000 in the Senate Room.

**UNIVERSITY COURT OF ST ANDREWS**

AT ST ANDREWS on the 20<sup>th</sup> day of FEBRUARY 2009 AT A MEETING OF  
THE COURT OF THE UNIVERSITY OF ST ANDREWS

**Present:** Mr Kevin Dunion, *Rector* (President); Professor Ewan Brown, *Senior Governor*; Dr Louise Richardson, *Principal*; Professor Keith Brown, *Deputy Principal & Master*; Mr William Berry, *Chancellor's Assessor*; Mr Andrew Keenan, *President, Students' Association*; Mr James Shield, *Director of Representation, Students' Association*; Ms Georgina Rannard, *Rector's Assessor*; Miss Kathleen Patrick, *General Council Assessor*; Professor Robert Crawford, Professor Andrew Mackenzie, Dr Claire Whitehead & Dr Charles Warren, *Senate Assessors*; Sir Anthony Bagnall, Mrs A Kay Blair, Dr Norval Bryson, Mr Peter Cabrelli, Councillor Peter Grant, Mr Mervyn Jones, Rev Dr Marjory MacLean, and Mrs Christina Potter, *Non-Executive Members*.

**In attendance:** Mrs Lorraine Fraser, *Academic Registrar & Clerk*; Mr Stephen Magee, *Vice-Principal (External Relations)*; Professor Ronald Piper, *Vice-Principal (Governance & Planning)*; Professor Neville Richardson, *Vice-Principal (Research)*; Professor Christopher Smith, *Proctor & Provost of St Leonard's College*, Mr Derek Watson, *Quaestor & Factor*;

**Apologies:** Mr Roy Dittrich; *Non Teaching Staff Member*

**I. REGULAR BUSINESS****1. WELCOME**

The Rector opened the meeting by extending a welcome to Dr Louise Richardson, Principal and Professor Neville Richardson, Vice-Principal (Research).

**2. MINUTE OF COURT MEETING – DECEMBER 2008**

The minutes of the meeting held on 5 December 2008 were received, agreed as a correct record and signed by the President.

**3. MATTERS ARISING****Carnegie Sports Pavilion Item 242**

The President of the Students' Association informed Court that he remained concerned with regard to the cost of the renovation of the Sports Pavilion.

#### **4. BUSINESS FROM THE PRINCIPAL'S OFFICE**

##### **i) Report from the Principal**

Dr Louise Richardson presented her first Principal's Report to Court and outlined her priorities for the first 3 months in post.

Dr Richardson indicated that she had been honoured in the trust that had been placed with her in taking the position of Principal of the University. She indicated that she would be seizing every opportunity to enhance the intellectual environment within the University, to recruit the best staff and students and to create the best environment for both to thrive.

Dr Richardson went on to outline some of the activities she had undertaken to date. It was her intention to address the strategic agenda and have discussions on strategic matters as part of the all day Court Meeting scheduled for May 1<sup>st</sup>. In her first few weeks Dr Richardson had made it her aim to meet as many members of staff as possible and to familiarise herself with the internal and external environment within which the University operated. A key focus had been an analysis of the results of the Research Assessment Exercise and an assessment of the impact this would have on the future. A critical aspect of her work for the first three months would be to engage with the development infrastructure that would be required for the 600<sup>th</sup> Anniversary celebrations. Dr Richardson had also taken the opportunity to meet as many Heads of School, Units, Departments and students as possible. In addition she had established an open office time which allowed her to meet with a broad group of staff from throughout the University who had taken the initiative to book time with her.

Dr Richardson gave Court her initial impressions of the University so far. She believed the infrastructure was weak and was not up to the standards required upon which to build future developments. In addition she believed that some of the capital projects may need to be re-evaluated in the light of the current economic crisis. The public funding of the University added to the heavy administration burdens and structures and hampered the ongoing development of the University. Dr Richardson would be engaging over the next few weeks with the Scottish Funding Council and Government and was scheduled to meet the First Minister within the next few weeks.

In relation to the Research Assessment result Dr Richardson had found it helpful to arrive immediately following such a rigorous external assessment of the research activity of the University. She recognised that there were some excellent results, however, there were also some very poor results and these required to be addressed. To date there was no detail as to how the results would be translated into finance and therefore it was premature to assess how to drive the agenda forward for the future.



In relation to development activities and fundraising Dr Richardson aimed to professionalise the activities however, there was a long way to go to achieve this and time was limited. It would be critical to diversify the sources of revenue and where possible reduce the reliance on public funding. If the cap on fees was lifted south of the border the University would have to face stiff competition from wealthier universities. In addition there was a potential threat from the American stimulus package for science which may lure ambitious scientists to the States.

The Principal concluded her remarks by making brief reference to the student demonstration that was currently underway within Lower College Hall. Court was apprised of the demands being made by the students, and the ongoing negotiations by the University. She made it clear that the University could not take political positions and however it was essential that everyone could have the opportunity to express their views and opinions. She viewed the activity and process as being healthy within an active student population however, it was critical that the students were persuaded to vacate Lower College Hall as quickly as possible.

## **ii) Report from the Deputy Principal & Master**

The Deputy Principal & Master presented his report (on file, Court 08/50) on a range of matters relating to policy issues in Research and Learning & Teaching, strategic projects in science, an update on a range of metrics, and news from the Schools particularly in relation to a large number of recent research grants awarded.

Research: The Deputy Principal & Master drew particular attention to the recently published report "Devolution and Higher Education: Impact and Future Trends." This raised a number of key questions for the HE Sector within Scotland some of which were positive and others less so. The Scottish Funding Council Research Committee did discuss the report in some detail however it was not anticipated that the Scottish Funding Council itself would be discussing the report.

ESRC: Members noted that the change in the plans from the Economic and Social Science Research Council may make it more difficult for the University to achieve grant funding from the Council in the future.

News from the Schools: Attention was drawn, in particular, to the excellent results in relation to the award of Leverhulme Research Fellowships. The University had been successful in gaining three awards which was an excellent success rate.

Councillor Grant suggested that more could be made within Fife of the excellent news on research from the University and suggested that better use could be made of the Provost's Office (Fife) in order to get additional publicity for such items which were of international standing.

### **iii) Report regarding Staff Relations**

The Vice-Principal (Governance & Planning) provided Court with an update on industrial relations. The main academic union UCU had submitted a claim for a minimum of 8% for the year 2009-10, in advance of claims from the other university unions. In addition UCU did not accept the new Joint Negotiation arrangements as agreed by the other unions at the end of the previous dispute. UCU officers had indicated that they had permission to ballot members for industrial action if no progress was made soon on the UCU concern. In January the employers' association, UCEA, UCU and all other university unions agreed to approach ACAS to attempt to find a way forward. Discussions were ongoing and to date UCU had not proceeded to ballot its members for industrial action.

Professor Piper indicated to Court that contingency planning was in place in the event that industrial action should be initiated. The Principal's Office would continue to monitor the ongoing negotiations and further updates would be provided to PARC and to Court as appropriate.

## **5. DEVELOPMENT COMMITTEE**

Court received and noted the report of the Development Committee Meeting (on file, Court 08/51) held on 13 January 2009.

## **6. STUDENT COMMITTEE**

Court received the report (on file, Court 08/52) of the meeting of the Student Committee held on 16 January 2009.

## **7. ACADEMIC COUNCIL**

Court received the report (on file, Court 08/53) of the Council's meeting held on 30 January 2009. In doing so Court approved the appointment of a number of External Examiners and Honorary Appointments as recommended by the Academic Council.

## **8. CLERK'S ITEMS**

Court received a report from the Clerk (on file, Court 08/54).

In receiving the report Court approved Court Resolution No. 3 which had been promulgated in the usual manner, without further comment.

## **II. PLANNING AND RESOURCES COMMITTEE (PARC) BUSINESS**

### **1. Report of PARC Meeting**

Court received the report (on file, Court 08/55) of the meeting of PARC on 13 January 2009.

### **2. Matters Arising**

The Senior Governor informed Court that Mr Alan Harden had now moved overseas and resigned from Court. However, Mr Harden was keen to stay closely involved in the work of the University and he would continue to participate in meetings of the Investments and Collections Committee by telephone. In addition it was hoped that Mr Harden could be used to assist fundraising efforts in the Far East. It was agreed that Mr Harden would be encouraged to attend any Court meetings as a non-voting observer should he be in St Andrews at the time of the Court meeting.

The Senior Governor reported that the vacancy on Court had been advertised and 13 responses had been received. The applications would be sent to Governance & Nominations members for scoring within the next two weeks with a view to short listing and interviews.

### **3. Events**

Sir Anthony Bagnall reported that the draft terms of reference for the 600<sup>th</sup> Anniversary Committee were currently being considered and Court would receive these shortly. An outline plan for the launch week had also been prepared. The Events Committee would consider the events programme in more detail at their April meeting with a view to detailing the costs associated with the programme.

### **4. Research Assessment Exercise 2008**

The Deputy Principal & Master provided background information on the results of the Research Assessment Exercise 2008 (on file, Court 08/56). To date the methodology to be used by the Scottish Funding Council to direct funding for research was not yet known however, it was anticipated that information would be available by 31 March 2009. It was likely that there would be no significant increase in the money allocated to funding research in Scotland.

The Vice-Principal (Research) presented the outcomes of the RAE for 2008. The Deputy Principal & Master and the Vice-Principal for Research had met with each Head of School to analyse the results for the Schools and identify the lessons that could be learned from these. As a result some decisions were reached in relation to those Schools that had not performed as well as had been anticipated. In some cases the School would be the subject of an internal review from peers from

within Schools that had achieved a good result. In other cases external reviews would be arranged.

Professor Richardson highlighted some of the key points from each of the tables. The University ranked 14<sup>th</sup> place in the UK compared with 19<sup>th</sup> in the last exercise, according to the Times Higher Education tables. Although it had been hoped that the University would have achieved a position in the top ten there was an encouraging improvement overall from 2001. The University's ranking in Scotland was second to Edinburgh University regardless of the methodology used to create the rankings. Overall there had been a significant increase in the number of staff who had submitted work to this round of the exercise. When this was compared to other institutions it was clear that with the exception of Edinburgh and St Andrews many others showed a decrease in the number of staff submitted. Although our relative position was directly in line with those institutions that we would regard as our direct competitors there was still plenty of room for improvement when it came to the next round of the exercise.

Professor Richardson indicated that it was difficult to compare units of assessment across the University as each of the panels appears to have worked to a differing set of criteria. The Grade Point Average provided the closest comparative method across all units of assessment as this was a reflection of the relative quality of the subject in relation to other areas of that subject.

All Schools had been provided with an individual quality profile relative to the sector. Various methods of modelling using this information could be attempted to estimate how the Scottish Funding Council might manage the funding of research for the future. It was however clear that whatever method used the total percentage funding gained was very similar. For the future it may be worth giving careful consideration to the units of assessment within which work was submitted. A small number of submissions within a particular unit of assessment may have an adverse effect on the overall results. It was noted that departmental size affected the results. For example, intensive research management within a School was key to the overall result. The Principal indicated that the biggest concerns would be complacency at the positive end of the results and how departments who had not fared as well could be given adequate support. Members generally agreed that in relation to preparation for the future Research Assessment Exercises the University should take every step to try and ensure there were no surprises in the results for individual schools. Strategies therefore had to be put in place to identify where early action would be required. The use of internal and external reviews to understand the relative positions of those units of assessment that had not fared as well was welcomed.

The Deputy Principal & Master reported that the financial implications of the Research Assessment Exercise would be known at the end of March, and this would form a critical part of the discussions at the May Court meeting. In concluding Court formally recorded its pleasure with the results as a whole and recognised Professor Alan Miller's contribution to the preparation for the exercise.

## **5. Letter of Ministerial Guidance**

Members received a copy of the Letter of Ministerial Guidance to the Scottish Funding Council for 2009-2012 and the supporting paper from Universities Scotland (on file, Court 08/57). Court noted some key issues that required further consideration. To date there had been little reaction to the information from universities throughout Scotland. The Principal confirmed that discussions with the Cabinet Secretary had indicated that there was no intention to interfere with the running of the Universities. In noting the contents of the letter members agreed that consideration of this had to sit directly beside the Court's consideration of the Funding Council's Draft Corporate Plan (see 7 below).

## **6. Review of Higher Education Institutions Strategic Plan Forecasts 2007/8 – 2010/11**

The Quaestor & Factor presented the report to Court (on file, Court 08/58) and highlighted key issues from it. Members noted in particular the significant number of institutions that were projecting very low levels of surplus and the problems about sustainability that were building up for some.

## **7. SFC – Draft Corporate Plan – Consultation**

Court received the Scottish Funding Council draft Corporate Plan which had been issued for consultation (on file, Court 08/59). The Vice-Principal (Governance & Planning) brought members attention to key items which had been highlighted within the paper. Responses to the plan had been invited from all institutions. Particular aspects of the Corporate Plan that were welcomed included support for research pooling; support for a broad base of world-class research; and recognition of the importance of higher-level skills and the creation of new knowledge. Some areas of concern that were highlighted included: the balance between acknowledgement of the diversity of missions of autonomous institutions and the SFC involvement in agreeing institutional outcomes as an "agent of change"; the balance between global impact and orientation upon the needs of the Scottish economy; an apparent emphasis on articulation between universities and further education colleges and the use of the Horizon Fund.

Members discussed in particular those aspects of the Corporate Plan that related to governance and agreed that a response in relation to the research and teaching issues should be left to the Senior Management.

The view was expressed that universities may have to be smarter about articulating what research-intensive institutions delivered for the benefit of Scotland. It was also argued that it might tactfully be helpful to engage as positively as possible with the SFC Corporate Plan, while signalling our concerns.

It was agreed that individual Court members should, if they wished, provide any written comments to the Vice-Principal (Governance & Planning) by the end of February in order to assist with the University's response.

## **8. Update of Student Numbers**

Court received a tabled paper (on file, Court 08/60) from the Vice-Principal (External Relations) outlining the current position in relation to applications and offers for session 2009/2010. Nationally applications had risen but St Andrews continued to hold a disproportionate market share in relation to applications within the UCAS system. Members were re-assured that steps were being taken not to exceed the target numbers as agreed with Court in the autumn. The Postgraduate taught applications from overseas had risen by 87%. This however reflected a large number of multiple applications and it would be critical to maintain a high acceptance yield. It was anticipated that the actual number of offers being accepted would become clearer over the next four to six weeks, and Court would receive a further update at the May meeting.

## **9. Summary Financial Report for the period to 31 December 2008**

The Quaestor & Factor presented the Summary Financial Report for the period to 31 December 2008 which showed, overall, that the University was on target for the year. During the five months to date the University's income was ahead of budget by £2.7million. This was largely due to the over recovery against Funding Council grants and a significant increase in tuition fee income reflecting the higher than planned student intake. The current slight overspend against budget in relation to expenditure was principally due to contracts for energy which were agreed subsequent to the budget process.

## **10. Communications Strategy**

Mr Niall Scott (Director of Corporate Communications) joined the meeting to present the Communications Strategy with the Vice-Principal (External Relations). The Strategy had been revised in the light of detailed comments received from PARC. Members questioned how the effectiveness of the strategy would be measured and how planned developments would be prioritised. Mr Scott explained that the Corporate Communications Unit Strategic Plan would put into operation the key plans and targets from the strategy.

Court approved the strategy in its revised form.

## **11. Property Matters**

### **i) New Medical School Update**

Members received and noted a report (on file, Court 08/63) providing an update on the progress in relation to the development of the new Medical School. No progress had been made on securing the first instalment of cash from the major pledge.

### **ii) Library Project**

Members received a paper (on file, Court 08/64) providing an update in relation to the development of the library. It was anticipated that full plans would be brought forward to the meeting of Court on 1 May 2009. In the light of further work being undertaken to progress the Stage D design for the building, and the work that would be required in advance of the project starting to provide continuity of service, Court noted an intimation that the prospective commencement of the building project would be delayed until June 2011.

### **iii) Data Centre**

Court received a paper (on file, Court 08/65) outlining the Business Case for phase 1 of the project. Court approved an investment of £2.62 million which was within the range of figures previously agreed.

### **iv) Town Centre Moves**

Court received a paper (on file, Court 08/66) outlining the current position in relation to a series of Town Centre moves. In view of the high utilisation of current buildings, particularly for support services, there was currently no capacity available to decant units while buildings were being refurbished. Court therefore approved the proposal to obtain a lease on an appropriate shop unit for a period of 3-5 years in order to operate the services currently based within the Old Union Reception at North Street. In addition Court approved the purchase of [*a local property*] along with the cost of associated refurbishment works to provide much needed space. In approving the purchase it was noted that with the appropriate refurbishments and a general improvement within the property market the property could potentially be resold in the future.

***[Text in brackets in the above paragraph has been redacted under Section 33(1)(b) (Commercial interests and the economy) of the Freedom of Information (Scotland) 2002 Act.]***

### **v) Teaching Infrastructure Proposals**

A paper was received outlining the proposals for further development of the teaching infrastructure (on file, Court 08/67). Court approved the projected expenditure, which would be largely funded by the Scottish Funding Council, as this was part of a systematic approach to the

prioritisation of improvements of teaching space. The proposals in effect brought in all the Funding Council money for the next 3 years but permitted the last of the vital upgrades to be completed during the summer of 2009. The Funding Council had confirmed that such an approach could be taken.

## **12. Students' Association Constitution Update**

Court received and approved the finalised Constitution of the Students' Association (on file, Court 08/68). Court noted that the significant changes included a reduction in the size of the Students' Association Board, a re-wording of the Charitable Aims to comply with OSCR Regulations and Licensing legislation. In noting that the size of the Board had been reduced re-assurances were given that the student membership would still remain in the majority.

### **III. ANNUAL REVIEWS**

#### **1. Corporate Communications**

Mr Niall Scott, Director of Corporate Communications, made a presentation to Court on the work of the Corporate Communications Unit (on file, Court 08/69). The Corporate Communications Unit was a relatively new group which had been formed in the spring of 2007 incorporating a range of smaller units. As a result of re-structuring it was anticipated that a saving of £120,000 per annum would be made and that this would be re-invested in new services.

Mr Scott outlined the current services provided by the Unit – namely the Press, Media and reputation management, community relations, internal communications, brand and corporate ID, design and production of key publications, printing and binding and photography and digitisation. Mr Scott explained the recent changes that had been undertaken in relation to the development of a 600<sup>th</sup> Anniversary brand and as a result a change to the corporate ID. The new corporate ID would be rolled out across all communications during the next year.

Mr Scott described the challenges and opportunities that faced the service in the coming year. The first related to web and new media developments and there were a number of challenges in relation to ensuring a consistent quality of web pages and printed material.

The second related to reputation and relevance. Mr Scott explained that the University had an excellent reputation in teaching and research as well as student experience. The challenge was to continually demonstrate the relevance of what the University does, why we do it and why it is important to society. All members of staff were responsible for the creation and retention of the University's reputation.

Court thanked Mr Scott for his informative presentation.



## **2. Library**

Mr Jon Purcell joined the meeting to outline the service improvements made by the University Library since his last presentation to Court (on file, Court 08/70).

A significant part of the work that had been undertaken related to the re-engineering and turnaround of library management which would be critical to the re-styling of service provision to accommodate the decant during the library development and subsequent delivery of service in a new library.

In relation to service improvement the library had embraced the Lean initiative and had taken a number of projects forward to instigate changes and improvements to service delivery. Key projects that had successfully been completed related to cataloguing, shelving and cash handling. Staff appreciated the practical benefits that accrued from such an initiative and work was ongoing to undertake Lean reviews throughout the Library service.

In relation to service enhancements a critical request from the student body had been the extension of library opening hours. The library operational hours now covered a longer period every day. Other service enhancements that had been introduced included enhancements to the catalogue, the creation of academic liaison teams, and improvements to the computer facilities. Developments for the future included further enhancements to the catalogue, retrospective cataloguing of special collections, the preparation of further digital material for staff and students and continuous improvements to customer service and service delivery.

Court thanked Mr Purcell for his update on service improvements within the Library which had been the first of the next round of service presentations where the focus would be on service delivery and improvements.

## **IV. AOCB**

### **1. Student Demonstration**

The Director of Representation provided Court with further information on the ongoing student protest and sit-in within Lower College Hall. In an attempt to come to a quick resolution the Students Association and the Rector were engaging in discussions with the students who were demonstrating. A further meeting with representatives of the University Management would be held later in the day and Court members would be kept up to date on the progress in relation to the action.

**V. Date of Next Meeting**

The next meeting of the University Court would take place on Friday 1 May 2009 in the Senate Room. Members were reminded that this would take the form of an all-day meeting with a focus on strategy and strategic developments within the afternoon session.

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## UNIVERSITY COURT OF ST ANDREWS

AT ST ANDREWS on the 1<sup>st</sup> DAY OF MAY 2009 AT A MEETING OF THE  
COURT OF THE UNIVERSITY OF ST ANDREWS

**Present:** Mr Kevin Dunion, *Rector* (President); Professor Ewan Brown, *Senior Governor*; Dr Louise Richardson, *Principal*; Professor Keith Brown, *Deputy Principal & Master*; Mr William Berry, *Chancellor's Assessor*; Mr Andrew Keenan, *President, Students' Association*; Mr James Shield, *Director of Representation, Students' Association*; Miss Kathleen Patrick, *General Council Assessor*; Professor Robert Crawford, Professor Andrew Mackenzie, Dr Claire Whitehead & Dr Charles Warren, *Senate Assessors*; Mr Roy Dittrich, *Non-Academic Staff Assessor*; Sir Anthony Bagnall, Mrs A Kay Blair, Dr Norval Bryson, Mr Peter Cabrelli, Councillor Peter Grant, Mr Mervyn Jones, Rev Dr Marjory MacLean, and Mrs Christina Potter, *Non-Executive Members*.

**In attendance:** Sir Menzies Campbell, *Chancellor*; Mrs Lorraine Fraser, *Academic Registrar & Clerk*; Mr Stephen Magee, *Vice-Principal (External Relations)*; Professor Ronald Piper, *Vice-Principal (Governance & Planning)*; Professor Neville Richardson, *Vice-Principal (Research)*; Professor Christopher Smith, *Proctor & Provost of St Leonard's College*, Mr Derek Watson, *Quaestor & Factor*, Professor Phil Winn, *Vice Principal (Learning & Teaching)*; Ms Jane Magee, *Director of English Language Teaching (ELT)* (for item III 1), Mr Stephen Stewart, *Director of Sport and Exercise* (for item III 2).

**Apologies:** Ms Georgina Rannard; *Rector's Assessor*.

### I. REGULAR BUSINESS

#### 1. WELCOME

The Rector opened the meeting by extending a welcome to the Chancellor, Sir Menzies Campbell.

#### 2. SIR CLEMENT FREUD

The recent death of former University Rector, Sir Clement Freud, on 15 April 2009 was formally recorded. Court had been represented at the funeral by Miss Kathleen Patrick.

#### 3. MINUTE OF COURT MEETING – 20 FEBRUARY 2009

The minutes of the meeting held on 20 February 2009 were received, agreed as a correct record and signed by the President.

#### **4. MATTERS ARISING**

##### **i) Library Project**

Professor Crawford requested clarification on the anticipated timescales for the various stages of the Library project. The Principal confirmed that additional time was being taken to work out clearer options before a presentation was made to Court.

The Rector also requested that a list of all the major project commitments would be helpful for Court to inform future decision making.

##### **ii) Update on Student Numbers**

The Vice-Principal (External Relations) provided Court with an update on the student numbers for the October 2009 entry (on file).

It was anticipated that the home undergraduate numbers would be broadly on target, subject to the normal exam failure rate reducing the conversion of conditional offers. The overseas numbers would likely be above targets as planned (subject to a caveat in relation to the new UKBA Visa System resulting in visas being refused). There had been a significant increase in taught postgraduate applications and no further offers would be made for the schools of Economics and Management.

Mr Shield raised concerns in relation to the new UKBA Visa rules. The Proctor confirmed that the University had voiced very strong concerns in its objections to aspects of the new rules and the serious effect they could have on overseas recruitment.

#### **5. BUSINESS FROM THE PRINCIPAL'S OFFICE**

##### **i) Report from the Principal**

The Principal presented her report (on file, Court 08/71). The following additional items were also brought to the attention of Court.

- a) Industrial Action:** UCU had just called a ballot on industrial action from 1 May 2009. The result of the ballot would be announced in three weeks. The other two unions had not made any indication whether or not they would also take action.
- b) Swine Flu:** Information on Swine Flu was available on the University web site. Key communication and contingency plans were in place and a local task group was meeting daily. Professor Peter Donnelly, Professor of Public Health Medicine was also meeting daily with NHS Fife and the Principal's Office received daily update briefings.

## **ii) Report from the Deputy Principal & Master**

The Deputy Principal & Master presented his report (on file, Court 08/72) highlighting news from the Schools particularly in relation to grants and awards received.

## **6. ACADEMIC AUDIT COMMITTEE**

Court received the report (on file, Court 08/73) of the meeting of the Committee held on 4 February 2009.

## **7. AUDIT COMMITTEE**

### **1.1 Report of Meeting**

Court received the report (on file, Court 08/74) of the Committee meeting held on 20 March 2009.

In receiving the Report, Court approved the Contingency Planning Policy.

### **1.2 Appointment of Internal Auditors**

Court approved the Committee's recommendation that PricewaterhouseCoopers be appointed as the University's Internal Auditors for a three year period from 1 August 2009.

Some clarification was sought regarding the monitoring of risk and how this was reported. The Convener clarified that the Audit Committee actively monitored risk linked to the 15 main risks identified in the University Strategic Plan. In future there would be annual reporting on risk management and monitoring activity.

## **8. INVESTMENTS AND COLLECTIONS COMMITTEE**

Court received the report (on file, Court 08/76) of the Committee meeting held on 18 March 2009.

The President of the Students Association questioned why the Committee had a remit in relation to Collections. It was agreed that this should be reconsidered as part of a larger review of all the committee remits and responsibilities.

## **9. STUDENT COMMITTEE**

Court received the report (on file, Court 08/77) of the Committee meeting held on 6 March 2009 and approved the amendments to the Non-Academic Discipline Section of the University's Code of Practice on Appeals, Complaints and Discipline.

## **10. STAFF COMMITTEE**

Court received the report (on file, Court 08/79) of the Committee meeting held on 24 March 2009 and approved the following policies: Policy and Guidance on Trans Staff and Students, Redeployment Policy and Procedures, and a Market Supplement Policy.

## **11. HEALTH AND SAFETY COMMITTEE**

Court received the report (on file Court 08/80) of the Committee meeting held on 10 April 2009.

## **12. GOVERNANCE AND NOMINATIONS COMMITTEE**

Court received the report (on file, Court 08/82) of the Committee meeting held on 14 April 2009.

### **i) Nomination of Non-Teaching Member to Court**

The Committee had queried the process of identifying a new Non-Teaching Member of Court. On investigation it had been established that the convention of the Trade Unions nominating a member in turns did not comply with the approved Court Ordinance which required an election similar to the process to appoint Senate Assessors. This would ensure all members who joined Court would be appointed by either interview or election.

Court discussed the options for the way forward, the two principal options being either the continuing of the recent custom on this occasion with the addition of an interview or to return to the approved Ordinance whereby the candidate would be identified by nomination and election involving all non-academic staff. As a result of a vote by a show of hands it was agreed that the procedures set out in the Ordinance should be followed and an election held. There should be consultation on the future methodology for appointment.

It was agreed that a sub-group of Court comprising the Principal, Roy Dittrich and a non-executive member of Court would meet with the Unions to explain the action being taken.

### **ii) Code on Public Interest Disclosure (“Whistleblowing”)**

Court received and approved the revised Code (on file, Court 08/83).

### **iii) Status of the Development Committee**

Court approved a paper from the Principal (on file, Court 08/84) proposing that the Development Committee cease to be a Standing Committee of Court in favour of an executive forum chaired by the

Principal. The membership of the group had not yet been established but would include student representation.

#### **iv) Nomination of Non-Executive Court Member**

Dr Marjory MacLean reported on the receipt of thirteen applications and the subsequent interviewing of three potential candidates for the vacancy for a non-executive Court member. The sub-committee who undertook the interviews on behalf of the Governance and Nominations Committee had concluded that none of the candidates had met the key requirements outlined in the advertisement.

Court supported the decision not to make an appointment at this stage. It was agreed that the Vice-Principal (Governance & Planning) would write to all the interviewed candidates explaining the decision.

Court unanimously approved the recommendation of the Governance and Nominations Committee that Sir Anthony Bagnall be appointed for a further term of four years from 1 August 2009.

### **13. DEVELOPMENT COMMITTEE**

Court received the report (on file, Court 08/86) of the Development Committee Meeting held on 14 April 2009.

### **14. ACADEMIC COUNCIL**

Court received the report (on file, Court 08/87) of the Council's meeting held on 24 April 2009 and approved the appointment of a number of External Examiners and Honorary Appointments as recommended by Academic Council.

### **15. CLERK'S ITEM**

Court received a report (on file, Court 08/88) from the Clerk and noted the appointment of Dr Susan Whiten as a Senate Assessor and Professor Andrew Mackenzie's re-appointment as a Senate Assessor both for a four-year term with effect from 1 August 2009.

## **II. PLANNING AND RESOURCES COMMITTEE (PARC) BUSINESS**

### **1. Report of PARC Meeting**

Court received the report (on file, Court 08/89) of the meeting of PARC held on 14 April 2009.

### **2. RESIDENTIAL ESTATE – FIFE PARK**

Mr Roger Smith, Director of Residential and Business Services, joined the meeting for the consideration of this item.

Court received a paper (on file, Court 08/90) – Revised Strategic Plan for the Development of Residential Accommodation – 2009-2013.

The University needs to replace Fife Park address major issues in relation to the condition of the building as well as responding to altered legislative requirements. Options had been considered to address the need for an increase in the number of bed-spaces and a range of affordable accommodation. Refurbishment had not been a cost-effective option and therefore new build was the preferred route.

The project had been developed assuming funding from a charitable trust as a partner. This funding option had been withdrawn in April. This funded development had been a condition of the medical building project. However progressing on a phased basis would ensure the first 252 would be ready for the 2010 entrants. Additional borrowing would not be required for phase 1 as the Residential system could self fund two blocks over two years. The plans would not result in a transitional loss of bed-space as the planned location of the building was a separate foot print.

It was agreed that the financial commitment would be brought back to Court before a final decision was taken.

### **3. SUMMARY FINANCIAL REPORT TO 28 FEBRUARY 2009**

Court noted the Summary Financial Report (on file, Court 08/91) for the period to 28 February 2009

### **4. FINANCIAL PLANNING**

#### **i) Development of Financial Plan**

Court received and noted a paper (on file, Court 08/92) outlining the timescale for the production of the 2009/10 Financial Plan.

#### **ii) University Financial Strategy**

Court received and noted the information with regard to the Financial Strategy (on file, Court 08/93).

#### **iii) SFC Offer of Grant 2009/10**

Court received and endorsed the proposal to accept the SFC Letter of Grant Offer 2009/10 (on file, Court 08/94).



**iv) Indicative SFC Capital Funding 2008-2012**

Court received and noted a paper outlining a summary of the indicative resources available for Scotland and for St Andrews and the proposed plan for how the University proposes to use these funds over the next three years (on file, Court 08/95).

**v) Summary of University of St Andrews Financial Performance relative to the Scottish HE Sector**

Court received and noted a report on the University's financial position relative to peer institutions in the sector (on file, Court 08/96).

**5. APUC**

Court received a paper from the Quaestor & Factor (on file, Court 08/97) regarding APUC Ltd and approved that the University join APUC Ltd as a member.

**III. ANNUAL REVIEWS****1. ENGLISH LANGUAGE TEACHING**

Ms Jane Magee, Director of ELT made a presentation to Court on the work of the English Language Teaching Unit (on file, Court 08/98).

The business focus of the Unit straddled an academic and support function with a strong focus on teaching English and providing support to students for whom English is not their first language.

ELT is an active recruiter of International Students and their work with the students usually starts before they start their main studies with a range of preparation courses. This continues through ongoing in-session support and more contact with alumni is planned. Numbers utilising the pre-session course rise year-on-year and the biggest constraint to further expansion is teaching space and student accommodation.

Court thanked Ms Magee for her presentation on this important area of provision for overseas students.

**2. SPORT AND EXERCISE**

Mr Stephen Stewart, Director of Sport and Exercise, made a presentation to Court on his work in the Sport and Exercise Unit since he joined the University one and a half years ago (on file, Court 08/99).

His early focus had been on re-structuring the management structure in the department and developing confidence in the department.

Through ongoing development the team aimed to be the best Sport and Exercise department in Britain within three years. Examples of some of the steps being taken towards this aim included monthly monitoring for elite athletes, active programming with Hall Wardens, and work by the fitness and conditioning team (along with student support) to address issues such as low self esteem.

Work was also ongoing with Residential and Business Services to develop the University's portfolio of Sports Events. There was also work being undertaken to develop improved links outwith the University including classes for the local community eg for Cardiac Rehabilitation.

Further plans included establishing a coaching infrastructure to develop talented athletes while they are studying. "Blue Sky" thinking had been required on the development of a new sports facility to support a student population of 7,000 as the current facility had been designed for a student population of 1500. The University would also work with the University of Stirling regarding sport in Scottish Universities.

Court noted that there was an urgent need to review the Governance arrangements for the Athletic Union, and the effective management of the University Grant.

Court thanked Mr Stewart, for his very informative presentation.

#### **IV. ANY OTHER BUSINESS**

The Principal outlined the programme for the remainder of the day (details in separate report).

#### **V. DATE OF NEXT MEETING**

Friday 3 July 2009 at 10 am preceded by the annual Court Photograph at 9.45 am.

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## UNIVERSITY COURT OF ST ANDREWS

AT ST ANDREWS on the 3<sup>rd</sup> DAY OF JULY 2009 AT A MEETING OF THE  
COURT OF THE UNIVERSITY OF ST ANDREWS

**Present:** Mr Kevin Dunion, *Rector* (President); Professor Ewan Brown, *Senior Governor*; Dr Louise Richardson, *Principal*; Professor Keith Brown, *Deputy Principal & Master*; Mr William Berry, *Chancellor's Assessor*; Mr Andrew Keenan, *President, Students' Association*; Ms Georgina Rannard, *Director of Representation, Students' Association*; Mr James Shield, *Rector's Assessor*; Miss Kathleen Patrick, *General Council Assessor*; Professor Robert Crawford, Professor Andrew Mackenzie, Dr Claire Whitehead & Dr Charles Warren, *Senate Assessors*; Mr Roy Dittrich, *Non-Academic Staff Assessor*; Mrs A Kay Blair, Dr Norval Bryson, Mr Peter Cabrelli, Mr Mervyn Jones and Rev Dr Marjory MacLean, *Non-Executive Members*.

**In attendance:** Mrs Lorraine Fraser, *Academic Registrar & Clerk*; Mr Stephen Magee, *Vice-Principal (External Relations)*; Professor Ronald Piper, *Vice-Principal (Governance & Planning)*; Professor Neville Richardson, *Vice-Principal (Research)*; Professor Christopher Smith, *Proctor & Provost of St Leonard's College*; Mr Derek Watson, *Quaestor & Factor*; Mr Niall Scott, *Director of Corporate Communication*; Mr John Maguire, *Director of Estates* (for Item III 1); Mr Roger Smith, *Director of Residential & Business Services* (for Item III 2); Heads of School: *Professor David Patterson, Biology; Professor Derek Woolins, Chemistry; Professor Greg Woolf, Classics; Professor Jim Davila, Divinity; Professor Lorna Hutson, English; Professor Andrew Pettegree, History; Professor Peter McKiernan, Management; Professor Peter Clark, Philosophical, Anthropological & Film Studies* (for Item IV).

**Apologies:** Sir Anthony Bagnall, Councillor Peter Grant and Mrs Christina Potter.

### I. REGULAR BUSINESS

#### 1. WELCOME

The Rector opened the meeting by extending a welcome to Georgina Rannard and James Shield in their new positions as Director of Representation and Rector's Assessor respectively.

In addition Niall Scott was welcomed to the meeting, and members were apprised that because of two recent and unfortunate media leaks immediately following Court meetings, Mr Scott would attend all meetings as an observer.

## **2. MEETING MINUTES**

### **i) Minute of the Court Meeting 1 May 2009**

The minutes of the meeting held on 1 May 2009 were received, agreed as a correct record, and signed by the President.

### **ii) Report of Court Away Day**

Members received and noted the report of the Court Away Day held on the afternoon of 1 May 2009.

### **iii) Matters Arising**

**a) Circulation of Papers and Minutes:** Concern was expressed that the late circulation of papers did not provide adequate time for due consideration prior to meetings and for the procedure of “starring” items to operate effectively. Some members also failed to receive all papers. The Court Members' Handbook indicates that members should receive papers one full week in advance of each meeting. It was noted by members that delays in Minutes and Papers were a long-standing problem and undermined the effective functioning of Court. The Principal indicated to Court that a full review of the functioning and efficiency of the Court Office would be carried out over the next six weeks and a report submitted to the next meeting of Court.

**b) Election of Non-Academic Staff Assessor to Court:** Members noted that Dr Alison Sandeman had been appointed as the Non-Academic Staff Assessor to Court to replace Mr Roy Dittrich. Mr Dittrich expressed concern about how to involve manual staff in election procedures. Assurances were given that the mechanisms used to conduct this particular election had sought to take the needs of manual staff into account, but suggestions for improvement were welcome.

## **3. BUSINESS FROM THE PRINCIPAL'S OFFICE**

### **i) Report from the Principal**

Members received the Principal's report (on file, Court 08/100).

The Principal recorded her thanks to Professor Keith Brown and Professor Christopher Smith, who were attending their last Court Meeting, and wished them both well in the future.

The Principal also provided members with an update on the current situation in relation to Swine Flu and indicated that a case on campus

had now been confirmed. In line with recent Government guidance, procedures for managing Swine Flu had now moved from containment to management.

The Principal gave a presentation to Court providing an overview of the principles and elements of fundraising campaigns in general. She outlined the key rules of giving, and the types of gifts that organisations may receive. She also provided information on the UK Sector and International benchmarking for fundraising. The ongoing relationship between Comptons and the University was currently under review but Court members could expect to be approached later in the year about their own commitment to provide leadership to the campaign.

In response to a question, the Principal provided an update on the current situation regarding the national pay negotiations, which were ongoing.

Court recorded its congratulations to all those involved in delivering the successful graduation week.

#### **ii) Report from the Deputy Principal & Master**

The Deputy Principal & Master presented his report (on file, Court 08/101) highlighting news from the Schools, particularly in relation to policy issues, strategic projects and grants received.

The Deputy Principal drew Court's attention to a summary of the league table rankings by subject for 2009, which provided an indication of the high reputation experienced across all the Schools at the University.

#### **4. REMUNERATION COMMITTEE**

Court received and noted the report (on file, Court 08/102) of the Committee meeting held on 14 April 2009.

#### **5. STUDENT COMMITTEE**

Court received the report (on file, Court 08/103) of the Committee meeting held on 15 May 2009.

#### **6. STAFF COMMITTEE**

Court received the report (on file, Court 08/104) of the Committee meeting held on 19 May 2009.

Court received and approved a paper (on file, Court 08/105) outlining the proposed pay rates and arrangements for hourly paid casual teaching staff.

## **7. AUDIT COMMITTEE**

### **i) Minute of Meeting**

Court received the report (on file, Court 08/106) of the Committee meeting held on 5 June 2009.

### **ii) Risk Register**

Court received and noted a paper (on file, Court 08/107) outlining the progress to date in relation to the management of risk and the development of a new risk register.

## **8. GOVERNANCE & NOMINATIONS COMMITTEE**

### **i) Minute of Meeting**

Court received the report (on file, Court 08/108) of the meeting of the Committee held on 12 June 2009. Members were assured that the proposal to set out a specific period of office for future Chancellor's Assessors was being introduced at the instigation of the current Chancellor and had been welcomed by the Governance & Nominations Committee.

The Senior Governor asked Court to consider the immediate co-option to Court of David Erdal for the period until July 2010 when he would take up office as Chancellor's Assessor. David Erdal's grandfather and uncle had both been Chancellor's Assessors. In addition, the Russell Trust, to which Mr Erdal was connected, had been a significant benefactor to the University. It was agreed that this proposal should be deferred to the October meeting following the receipt of an appropriate paper.

Student members sought and were given assurances from the Senior Governor that they would be interviewed as part of the effectiveness of Court's ongoing reviews. The Senior Governor confirmed that recent meetings had concentrated on aspects of the proposed restructuring of Court Committees and that effectiveness review interviews would commence in October 2009 for all those individuals who were serving in their first year in post, their final year on Court and all the student members.

Court noted the concern of the President of the Students' Association regarding the recording of individuals' names against specific points in Court minutes. Reassurances were given that on those occasions when it was appropriate or specifically requested, individual members of Court would be identified within the Minute.

**ii) Court Handbook**

Court received the copy of the new Court Handbook (on file, Court 08/109) and noted that further revisions would be undertaken on an ongoing basis once the new Committee structure was established. Court members were invited to forward comments and corrections to any aspect of the Court Handbook to the Court Office.

**iii) Iona Cathedral Trust**

Court received a paper (on file, Court 08/110) and approved the proposed recommendation of the Governance & Nominations Committee that the Principal of St Mary's College in St Andrews should resign as an *ex officio* trustee of the Iona Cathedral Trust and that the cessation of trustee status should also be applicable for future holders of the post.

**iv) Review of Court Committees**

Court received a paper from the Principal outlining a proposed review of the structure of Court Committees and the processes for decision making (on file, Court 08/111). The Principal introduced the paper explaining that she had received a number of helpful responses from members following the Court Away Day and a summary of the one-to-one meetings that the Senior Governor had held. The proposals were aimed at improving the overall effectiveness of the decision making processes and to ensure good use was made of Court Members' expertise and time to facilitate best practice governance across all Court business.

Members supported the thrust of the proposals and noted that further detail would be submitted to the Governance & Nominations Committee later in the summer with a view to the final version being presented to Court in October. The principle of assurance groups to cover the work of some existing committees was supported, with the proviso that these must not slip back to becoming committees in their own right. It was agreed that there was no reason why all the assurance groups should contain the same number or constituency of members. Further consideration would be given, however, to the place of Human Resource activity in the proposed structure.

It was also agreed that in the detailed proposal for new Committee memberships and remits careful consideration should be given to the business that would remain that of Court and those items of business that would be the primary focus of PARC and Audit. A clear scheme of delegation was an essential part of the Committee Review.

In supporting the proposals in principle it was proposed that an assessment after the first year of operation should take place.

### **v) Vacation Committee of Court**

The Vacation Committee of Court was approved (on file, Court 08/112) to operate for the summer of 2009. It was agreed that there was an anomaly in only having the Committee function at one particular part of the year and that consideration of the ongoing delegation of authority between Court meetings should be undertaken as part of the overall Court Committee Review.

## **9. SUPERANNUATION & LIFE ASSURANCE SCHEME**

Court received and noted the report (on file, Court 08/113) of the Scheme's meeting held on 13 May 2009.

## **10. ACADEMIC COUNCIL**

Court received the report (on file, Court 08/114) of the Council's meeting held on 12 June 2009 and approved the appointment of a number of External Examiners and Honorary Appointments as recommended by Academic Council.

## **11. CLERK'S ITEMS**

Court received a report (on file, Court 08/115) from the Clerk. In doing so Court approved the promulgation of Resolutions 2008 Nos 4 and 5 in the standard form.

## **II. PLANNING AND RESOURCES COMMITTEE (PARC) BUSINESS**

### **1. Report of PARC Meeting**

Court received the report (on file, Court 08/116) of the meeting of PARC held on 12 June 2009.

Court noted that the actions emanating from the IT Review were ongoing as a matter of priority under the guidance of the Vice-Principal (Governance & Planning).

### **2. Financial Planning**

The Quaestor & Factor introduced a detailed paper on the Financial Plan for the University for the period 2009/10 to 2011/12 (on file, Court 08/117). The Quaestor advised Court that the plan was based on prudent assumptions going forward over the next three years and took account of the impact of external funding and the effects this may have if not fully secured. PARC had considered the overall assumptions together with the risks and sensitivities and concluded that they were broadly in line with those upon which the University should be relying at the present time.



Court discussed, in detail, the ongoing implication of SFC funding and in particular the effect on planning assumptions should SFC funding be reduced. The Quaestor reassured members that he believed that the plan was realistic and took account of key vulnerabilities that may affect the period in question. With regard to the expenditure on pay costs as a proportion of the budget, the Quaestor indicated that the figure of 58% indicated in the plan represented a reduction from an earlier high of 63% and that further savings should be expected. A critical aspect of the non-pay costs remained the high and fluctuating utilities costs.

Court approved the financial plan as set out in the paper.

### **3. Library Project**

Court received a presentation from the Proctor & Provost in support of the paper to Court (on file, Court 08/118) regarding the refurbishment of the Library. Professor Smith put the indicative costs of the overall project in context in relation to around 30 years of under-investment on maintenance, replacement and refurbishment. The proposal would provide much needed additional storage space, social and study space, traditional library stock space and office accommodation. In addition, it was anticipated that the refurbishments as planned had the potential to reduce the energy costs by 50%.

Court accepted the recommended proposal that the University proceed with an application for planning permission and appropriate fundraising activity on the basis of a plan similar to the first option (currently estimated at £46 million including a contingency of £10 million). The likely timescales in relation to planning permission were noted. Court would take a formal decision on the Project at a later date. Meanwhile, the less expensive, less comprehensive options should be left open in case the preferred option became too difficult to fund.

### **4. Summary Financial Report**

Court noted the Summary Financial Report (on file, Court 08/119) for the period to 31 May 2009.

### **5. Fife Park Project**

The Quaestor & Factor presented a paper summarising the proposals to construct 252 beds in DRA style accommodation to replace the existing Fife Park accommodation. The project had been discussed in detail at the May Court meeting. It was noted that the likely investment would be in the region of £11.5 million and that all the costs associated with the capital investment would be repaid within a 3 year period from 2009/10 by Residential and Business Services from across their operations. Court approved the investment.

### **III ANNUAL REVIEWS**

#### **1. Estates**

Mr John Maguire, Director of Estates, made a presentation to Court on the work of the Estates Department and in particular on developments since his last presentation in December 2007 (on file, Court 08/121).

In addition to new building work, Court noted the significant progress that had been made in relation to the reduction of backlog maintenance and how St Andrews compared, in relation to backlog maintenance, with other Scottish universities.

Court praised the apprenticeship programme which had been successfully running for four years within the Unit. The particular success of the scheme had been underlined with the recent receipt of over 840 applications for the next intake of 6 apprentices. Mr Maguire indicated that the calibre of applicants had been particularly high, and although there was an annual investment of approximately £100,000, the ongoing benefit to the community and to the University was significant. Mr Maguire went on to highlight key projects that had been completed during the last two years and to indicate the areas of work that his team would be facing over the next three years.

Mr Maguire was thanked for his very informative presentation and congratulated on the significant areas of progress that had been made since his last presentation.

#### **2. Residential and Business Services**

Mr Roger Smith, Director of Residential and Business Services, made a presentation to Court on the work of Residential and Business Services and the key areas of development over the last two years (on file, Court 08/122). Key challenges facing the service included capacity restrictions as the bulge in students worked its way through the system over the next 3 years. In addition, the proposal to fund the extension of Fife Park accommodation from within Residential and Business Services resources would result in some delay to the final completion of backlog and planned maintenance of Gannochy House, Andrew Melville Hall and Albany Park.

Service delivery during 2009 had focused on the Catering Strategy. As a result of good dialogue with student representatives and other customers, a better understanding of student and customer preferences and expectations was achieved, resulting in an improvement in the overall catering service provided to the University community. In addition, the Unit had been involved in a review of catering facilities connected to the new building projects currently ongoing for Medical Sciences, Physics and the Library.

Other areas of focus during the last two years included improvements in computerised systems and business processes, aided by the Lean initiative. A particular success had been the integration of security services in direct collaboration with Estates and Student Support Services. Ongoing challenges for the service included a change management programme, through a leadership and management development strategy, which challenged the current hierarchical structure of the Unit and sought better engagement of staff at all levels.

Major risks that might face the service were outlined as being: an inability to support the University's student recruitment ambition through a lack of capacity within the accommodation system; a refusal by Fife Council to provide extended HMO Licences for Fife Park; a failure to address backlog maintenance and to meet Health and Safety compliance; the potential for a flu pandemic to create difficulties in relation to staffing of student residences; and the volatility in commodity markets which threatened the viability of financial forecasts particularly in relation to utilities and food costs.

Court thanked Mr Smith for his very informative and detailed report on the ongoing service challenges and improvements affecting Residential and Business Services.

#### **IV. PRESENTATIONS BY HEADS OF SCHOOLS: SCHOOL-BASED RESEARCH**

Eight Heads of School attended the Court meeting to give 5 minute presentations on research highlights within their particular Schools. These presentations provided Court with an informative insight into the range and diversity of research activity across the Schools in question, which were Biology, Chemistry, Classics, Divinity, English, History, Management, and Philosophical, Anthropological & Film Studies.

Court recorded its sincere thanks to all the Heads of School for their presentations which demonstrated the very broad research interests of the University

#### **V. ANY OTHER BUSINESS**

The Rector formally recorded on behalf of Court gratitude to Professor Keith Brown, Deputy Principal & Master, Professor Christopher Smith, Proctor & Provost, Dr Charles Warren, Senate Assessor, and Mr Roy Dittrich, Non-Academic Staff Assessor, all of whom would stand down with effect from 31 July 2009. Their many contributions and commitments of time and energy to support the work of Court were greatly appreciated.

**VI. DATE OF NEXT MEETING**

Friday 16 October 2009 at 10 am.

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