

## UNIVERSITY COURT OF ST ANDREWS

AT ST ANDREWS on the 16<sup>th</sup> day of OCTOBER 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 Christopher Hawkesworth, *Deputy Principal and Vice-Principal (Research)*; 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 and Dr Susie Whiten, *Senate Assessors*; Dr Alison Sandeman, *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:** Dr Gillian MacIntosh, *Executive Officer to the University Court*; Mr Stephen Magee, *Vice-Principal (External Relations)*; Professor Ronald Piper, *Vice-Principal (Governance & Planning)*; Professor Neville Richardson, *Master of the United College*; Mr Derek Watson, *Quaestor & Factor*; Professor Pat Willmer, *Vice-Principal (Learning & Teaching)*; Mr Niall Scott, *Director of Corporate Communication*; Ms Mairi Stewart, *Director of Human Resources* (for Item I 1); Mr Paul Brown, *Director of the Careers Centre* (for Item I 2).

**Apologies:** Dr Claire Whitehead, *Senate Assessor*.

### I. UNIT REVIEWS

#### 1. Human Resources

Ms Mairi Stewart, Director of Human Resources, gave a presentation (summary on file, Court 09/18) outlining the major projects in progress with the unit and the key challenges faced therein. Ms Stewart focused especially on a number of improvements currently underway to critical HR processes, including to the quality of centrally-held data, which will feed into the Administrative Systems Project, and a dedicated online portal for staff, which will enable self-service updating of personal details and viewing of pay slips. E-Recruitment is also planned to be rolled out by March 2010. Such developments offer an opportunity for the unit to streamline processes by better utilising technology, thereby enhancing the quality of service provided.

Ms Stewart noted that less bureaucratic procedures would likely have a beneficial impact on the number of casual contracts, which have increased significantly in the last year to around 3,000. It was reported that casual

contracts have been favoured as a means of avoiding the more stringent requirements of workforce planning. However, an increase in casual staff significantly increases the paperwork load due to the use of timesheets. A Lean project currently in progress to benchmark the University against peer institutions will indicate if this increase in casual contracts is mirrored nationally.

Court members welcomed an improvement in the quality and scope of centrally-held HR data and in its business processes.

Ms Stewart ended her presentation by outlining the key risks and challenges facing the unit over the coming three years.

## **2. Careers Centre**

Mr Paul Brown, Director of the Careers Centre, gave a presentation (summary on file, Court 09/19) on the work of the unit. Mr Brown detailed some of the initiatives currently underway within the Careers Centre, including those aimed at engaging with schools and students at the very beginning of their University studies to provide enhanced career planning. Such initiatives had increased user satisfaction of the level of service provision, as measured both in local and national surveys.

Despite a general upward trend in recent years, it was noted that the current challenging economic situation is reflected in this year's reduction in the number of employer presentations/vacancies and in users of the unit. Work experience opportunities, however, remained static or displayed a slight increase, which may indicate that employers are using such placements as a cheaper way to recruit potential employees.

Court members welcomed this further insight into the University's service units, and the Rector thanked the two presenters for their informative presentations.

## **II. REGULAR BUSINESS**

### **1. WELCOME**

The Rector welcomed Professor Christopher Hawkesworth, Deputy Principal and Vice-Principal (Research), Professor Pat Willmer, Vice-Principal (Learning & Teaching), Dr Alison Sandeman, Non-Teaching Staff Member, and Dr Susie Whiten, Senate Assessor, who were each attending their first meeting of Court.

### **2. MEMBERSHIP 2009/10**

The membership of the University Court for Session 2009/10 (on file, Court 09/01) was noted.

### **3. MEETING MINUTES**

#### **i) Minute of the Court Meeting 3 July 2009**

The minutes of the meeting held on 3 July 2009 were received and agreed as a correct record, subject to a minor amendment to Section V that had been submitted in advance.

#### **ii) Matters Arising**

In reference to a query regarding a report on the outcome of the review on the functioning and efficiency of the Court Office, the Principal confirmed that this would be addressed in the context of her own report.

### **4. REPORT FROM THE PRINCIPAL**

Members received the Principal's report (on file, Court 09/02). In respect of the current financial crisis, the Principal noted the need to further reduce costs and generate new sources of revenue outwith the traditional funding streams related to teaching and research. Private philanthropy and commercialisation initiatives offered significant potential for source revenue diversification, although the University's success to date in both fields had been modest.

In relation to the new Research Excellence Framework (REF), the Principal gave an update to members on its proposed timescale and structure, noting that the current weighting of the 'impact' of research may prove detrimental to traditional research-intensive institutions such as St Andrews. In order that such concerns are taken into account, academic staff on Court were encouraged to contribute to the current HEFCE consultation on the proposed assessment arrangements for REF.

The Principal also reported on recent changes to personnel within the Principal's Office, on the new division of responsibilities and on the introduction of a number of Executive Officers, one of whom would be responsible for the administration of Court business. A management chart outlining the new structure of the Principal's Office would be circulated to members to show lines of responsibility.

The Principal also remarked on the success of the Booker Prize Project, noting that the recent lecture by the author Mohsin Hamid was exceptionally well attended by students and staff. A similar initiative is planned for the next academic year.

### **5. GOVERNANCE & NOMINATIONS COMMITTEE**

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

Court noted the report of the meeting (on file, Court 09/03) held on 16 September 2009.

In regard to the issue of confidentiality of information discussed at Court meetings and what can be subsequently communicated to constituent parties, the Senior Governor offered to consider how better to provide clarity to members.

## **ii) Review of Court Committees**

The Principal introduced a paper on the outcome of the recent Court Committee Review, giving detailed proposals on the restructured framework (on file, Court 09/04). Four Court Committees encompassing the major areas of responsibility are proposed, together with the introduction of four Assurance Groups for some activities that were previously covered by Court Committees. The role of the Trustees of the University of St Andrews Superannuation & Life Assurance Scheme would continue unchanged.

Members expressed broad support in favour of the proposals. Some amendments to the wording of the text on the 'General Operation of Assurance Groups' and the 'Scheme of Delegation' were agreed. It was also decided that in reference to the clause concerning emergency powers, further clarification should be made as to the circumstances in which these powers would be invoked. It was confirmed that the involvement of Court members in other decision-making bodies, such as participating on boards overseeing major University projects, would not be directly affected by the new scheme.

There was some concern amongst members that the role of Court was not sufficiently defined. It was suggested that the role and responsibilities of the University Court be tabled at a future meeting.

After detailed discussion Court approved the Committee restructuring scheme and recommended its implementation as soon as practicably possible.

## **iii) Non-Executive Member Nomination**

Court approved the nomination of Dr David Erdal (paper on file, Court 09/05) to serve as a non-executive member of the University Court until 31 July 2010, after which he will serve as Chancellor's Assessor. It was confirmed that Dr Erdal's existing honorary position within the University did not present any conflict of interest.

## **iv) Secretary of Court**

Court approved a paper (on file, Court 09/06) nominating a Secretary of the University Court to fulfil the statutory requirement for any deed, instrument or document executed on behalf of the University Court to be signed by either the Secretary or Clerk of Court. Following the recommendation of the Governance & Nomination Committee, the Vice-Principal (Governance & Planning) was appointed as Secretary.

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

### **i) Minute of Meeting held on 15 June 2009**

Members noted the report of the meeting (on file, Court 09/07) held on 15 June 2009.

### **ii) Health & Safety Annual Report**

The Convener of the Health & Safety Committee summarised the annual report (on file, Court 09/08), stating that there were no major problems to be brought to the attention of Court.

It was confirmed that responsibility for matters of Health & Safety under the new Court Committee restructuring would fall to an Assurance Group, but that current standards of oversight and governance would be maintained.

Court approved the annual report.

### **iii) Minute of Meeting held on 11 September 2009**

Members noted the report of the meeting (on file, Court 09/09) held on 11 September 2009.

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

Court noted the report of the meeting of the Trustees (on file, Court 09/10) held on 30 September 2009.

## **8. ACADEMIC COUNCIL**

Court received the report of the meeting held on 17 September 2009 (on file, Court 09/11) and approved the recommended Honorary Appointments and External Examiners.

## **9. CLERK'S ITEMS**

Court received the report from the Clerk (on file, Court 09/12) detailing recent staff changes and other Court-related business. In doing so Court gave final approval to Resolutions 2008 No.4 (Doctor of Performance) and No.5 (Foundation of Chairs), and approved the promulgation of draft Ordinances 2009 No.1 (Amendment of Powers of the University Court) and No.2 (Employment of Academic Staff) in the standard form.

## **10. AUDIT COMMITTEE**

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

Court received the report of the meeting (on file, Court 09/13) held on 6 October 2009. In response to a query concerning the suggestion within the

minute that 'certain capital expenditure projects may be delayed' given the current adverse financial climate, the Quaestor & Factor clarified that this was intended as a general statement rather than in reference to any specific capital project.

## **ii) Financial Performance 2008-09 & Audit Committee Annual Report**

The Convener of the Audit Committee presented for consideration and final approval the Statements of Financial Performance and the Financial Statements for the 12 months to 31 July 2009 (on file, Court 09/14), confirming that both PARC and the Audit Committee had scrutinised the accounts.

It was reported that the external auditors had commented favourably on the considerable efforts of the Finance Team in preparing for the audit process, in meeting the audit timetable and in the quality of information supplied. The Senior Governor thanked the Quaestor & Factor and the rest of the Finance Team for their diligence, and also expressed thanks to the Convener of the Audit Committee for his timely attention given to the accounts.

Court formally approved the Financial Statements and accompanying Letters of Representation for signature.

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

### **1. Minute of Meeting**

Court received the report of the meeting (on file, Court 09/15) held on 15 September 2009.

The Vice-Principal (Governance & Planning) gave a verbal update on industrial relations, reporting that whilst Unison had approved the proposed pay award of 0.5%, both UCU and Unite had rejected the offer. The University was therefore awaiting advice from UCEA as to the means of implementing the proposed pay award.

The Vice-Principal (Governance & Planning) also gave members an update on the IT infrastructure and reported the welcome appointment of Steven Watt as Chief Information Officer, who would formally assume post on 1 January 2010. The first use of online matriculation in September had proved to be a success. Other recent developments included the migration of student-based email services to GoogleMail, which had largely progressed without issue. It was noted that provision for staff email was next on the agenda. This was likely to be a more complex process, given the number of different systems currently in use across the University.

The Vice-Principal (External Relations) gave a verbal update on the admissions figures for the current academic year. In reaction to a spike in last year's Home/EU Undergraduate numbers, a target was put in place and this was met for the current year. The numbers of overseas undergraduates

has increased significantly to exceed the target figure. As a whole, overseas students now account for over 30% of the total student population. Figures for postgraduate taught students have also increased. The number of postgraduate research students currently falls short of the target of 10% of the total student population, but this is being actively addressed by an increase in the provision of scholarships.

The Quaestor & Factor gave a verbal update on the status of a number of ongoing capital expenditure projects. Discussions with [*a potential funder*] regarding facilities to support the Scottish Oceans Institute are continuing, with the agreement to share costs through to the planning stage. In relation to the replacement of the existing Fife Park accommodation, issues with the tendering process have slowed progress at this stage.

***[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.]***

In answer to Court members' queries, the Principal gave a verbal update on the University's contractual relationship with Compton Fundraising Consultants. As regards the Sekhar pledge towards the funding of the Medical Sciences Building, it was reported that the University was still fully engaged with the donor and it was yet hoped that the commitment would be honoured.

## **2. KPIs**

Court received for comment a report detailing Key Performance Indicators (KPIs) for Academic Year 2008-09 (on file, Court 09/16). The Vice-Principal (Governance & Planning) summarised the report and highlighted those KPIs that fell short of target.

Court members commended the format of the report and welcomed the use of a clear colour-coded system to easily identify problem areas. It was agreed that some additional commentary from PARC would be useful as an accompaniment to future reports. It was also requested that senior management should explicitly indicate to Court how areas of concern are being addressed.

It was agreed that the future revision of KPIs and target measurements would be formulated by PARC and periodically reported to Court.

## **3. Response to RAE 2008**

Court noted a paper giving an update on the outcome of the internal and external School reviews implemented after the results of the RAE 2008 (on file, Court 09/17). The review process offered the opportunity for specific concerns within each School to be identified and addressed, but also for best practice and common research management processes to be transferred between Schools.

Given the considerable uncertainty over the composition of the new Research Excellence Framework, it was thought vital that the University be fully engaged in a co-ordinated and robust response to the HEFCE consultation currently underway. Court members sought and received reassurance that the University is participating in this consultative process.

#### **4. Proposed new Madras College / University of St Andrews Partnership**

The Quaestor & Factor presented a highly confidential paper outlining a proposed partnership between Fife Council and the University for the development of a New Madras College (on file, Court 09/20). Councillor Peter Grant declared a potential interest in the matter as Leader of Fife Council and as Chair of the Policy, Finance & Asset Management Committee, which will be asked to approve the final Memorandum of Understanding on behalf of the Council.

After detailed discussion, Court members commended the proposed partnership, noting the significant potential for further improved links with the local community. Court members authorised the Quaestor & Factor to progress the proposed partnership and asked that regular updates be given at future meetings. The Senior Governor thanked the Principal and the Quaestor & Factor for their efforts in bringing the proposal to this significant stage.

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

The Principal distributed a paper on the proposed membership of the restructured Court Committees. Court members were invited to send any comments on its content directly to the Principal, the Senior Governor or the Vice-Principal (Governance & Planning).

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

Friday 11 December 2009 at 10 am.

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## UNIVERSITY COURT OF ST ANDREWS

AT ST ANDREWS on the 11<sup>th</sup> day of DECEMBER 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 Christopher Hawkesworth, *Deputy Principal and Vice-Principal (Research)*; 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 and Dr Susie Whiten, *Senate Assessors*; Dr Alison Sandeman, *Non-Academic Staff Assessor*; Sir Anthony Bagnall, Mrs A Kay Blair, Dr Norval Bryson, Mr Peter Cabrelli, Dr David Erdal, Councillor Peter Grant, Mr Mervyn Jones, Rev Dr Marjory MacLean and Mrs Christina Potter, *Non-Executive Members*.

**In attendance:** Mr Stephen Magee, *Vice-Principal (External Relations)*; Professor Ronald Piper, *Vice-Principal (Governance & Planning)*; Professor Neville Richardson, *Master of the United College*; Mr Derek Watson, *Quaestor & Factor*; Professor Pat Willmer, *Vice-Principal (Learning & Teaching)*; Dr Gillian MacIntosh, *Executive Officer to the University Court*; Mr Niall Scott, *Director of Corporate Communications*.

**Apologies:** Dr Claire Whitehead, *Senate Assessor*.

### I. REGULAR BUSINESS

#### 1. WELCOME

The Rector welcomed Dr David Erdal, Non-Executive Member, who was beginning his term of service on Court.

#### 2. MEETING MINUTES

##### i) Minute of the Court Meeting held on 16 October 2009

The minutes of the meeting held on 16 October 2009 were received and agreed as a correct record.

#### 3. REPORT FROM THE PRINCIPAL

Members received the Principal's report (on file, Court 09/21) containing news of recent developments within the University. The Principal gave a verbal update to members on a number of events that had recently taken place, such as the well-attended London Alumni Club's Carol Service. The Principal expressed delight that an historic partnership between the

University and Fife Council for joint investment in a new Madras secondary school had been approved and made public.

The Principal notified members of the appointment of two new Heads of Schools (Divinity and Economics & Finance) and noted the need for flexibility in defining the terms of service for new Heads of School. Members confirmed that the earlier suggestion of a five-year term had been a recommendation only and the intent had been to provide the Principal flexibility when negotiating terms.

In relation to Development activities, the Principal provided an update on the University's contractual relationship with Compton Fundraising Consultants and informed members of new appointments in Development. It was noted that the first meeting of the 600th Anniversary campaign board had recently taken place, with each board member committed to making a substantial financial contribution to the appeal. It was anticipated that additional members would be recruited prior to the next meeting of the board in March 2010. The Senior Governor asked that Court members consider their commitments to the fundraising in advance of the appeal launch and said that contributions from Court would be matched from an external source.

#### **4. ACADEMIC COUNCIL**

Court received the report of the meeting held on 20 November 2009 (on file, Court 09/22) and approved the recommended Honorary Appointments and External Examiners.

#### **5. AUDIT COMMITTEE**

##### **i) Minute of Meeting held on 27 November 2009**

Members noted the report of the meeting (on file, Court 09/23) held on 27 November 2009.

##### **ii) Standing Financial Instructions**

On recommendation from the Audit Committee, members approved without further comment the revised Standing Financial Instructions (on file, Court 09/24).

#### **6. GOVERNANCE & NOMINATIONS COMMITTEE**

##### **i) Minute of Meeting held on 11 November 2009**

Members noted the report of the meeting (on file, Court 09/25) held on 11 November 2009.

In relation to student concerns about the compulsory General Council fee levied at the time of Graduation, it was recommended that the Governance & Nominations Committee examine the level, purpose and use of the fee, with a view to bringing a discussion paper to a future meeting of Court. After

a vote, a majority of members agreed that the General Council fee for Academic Year 2010-11 should be fixed at the current level of £50 pending the outcome of the review.

It was noted that the production of edited Court minutes, to remove commercially sensitive or personal information prior to publication on the University's website, may contravene previous commitments given under the University's Publication Scheme. It was agreed by members that it was important to note within the minute the context surrounding a decision and how agreement was reached, hence some editing may in the future be necessary. This would require the University to seek an amendment to the approved Publication Scheme as it currently stands.

It was confirmed by the Senior Governor that the purpose of the occasional meetings of lay members with the Principal was to provide an opportunity for the discussion of matters not related to Court business. The Principal offered to meet with other constituencies to fulfil a similar purpose, if requested.

## **ii) Primary Responsibilities & Roles of Court**

Members noted a paper (on file, Court 09/26) outlining the major responsibilities and roles of Court. One minor amendment to the wording was agreed. It was recommended that the issue of sub-delegated powers from Court Committees to Assurance Groups should be addressed by Committees early in the new year, in order that clear lines of delegation and sub-delegation are established within the revised committee structure.

## **7. REMUNERATION COMMITTEE**

Members noted the report of the meeting (on file, Court 09/27) held on 3 November 2009.

## **8. GENERAL COUNCIL**

Members noted the report of General Council activities for 2009 (on file, Court 09/28). It was recommended that Court receive at a future meeting a similar presentation to that given to General Council on strategic developments related to the Library.

## **9. COURT OFFICE ITEMS**

### **i) Draft Ordinances 2009 No.1 and No.2**

Members noted the update (on file, Court 09/29) on the progress of Draft Ordinances 2009 No.1 (Amendment of Powers of the University Court) and No.2 (Employment of Academic Staff).

**ii) Draft Ordinance 2009 No.3**

Court approved the promulgation of Draft Ordinance 2009 No.3 (Regulation of Foundations, Mortifications, Gifts, Endowments and Bursaries - Use of Surplus Revenue and Amendment of Endowments) (on file, Court 09/30) in the standard form.

**iii) Report of General Council Meeting held on 21 November 2009**

Court received the report of the General Council meeting held on 21 November 2009 (on file, Court 09/31). In doing so, Court approved the appointment of Miss L F Taylor as Clerk to the General Council.

**iv) Court Office Business**

Court received the report from the Executive Officer (on file, Court 09/32) detailing recent staff changes and other Court-related business. In doing so, Court approved the promulgation of Draft Resolution 2009 No.1 (Degree of Master of Research in Medicine) in the standard form.

**10. ACADEMIC AUDIT COMMITTEE**

Members noted the report of the meeting (on file, Court 09/33) held on 7 October 2009.

**11. HEALTH & SAFETY COMMITTEE**

Members noted the report of the meeting (on file, Court 09/34) held on 6 November 2009.

**12. INVESTMENT & COLLECTIONS COMMITTEE**

Members noted the report of the meeting (on file, Court 09/35) held on 19 November 2009.

**13. STAFF COMMITTEE****i) Minute of Meeting held on 17 November 2009**

Members noted the report of the meeting (on file, Court 09/36) held on 17 November 2009.

**ii) Staff Disciplinary Procedures**

Court approved the Disciplinary Procedures for All Employees (excluding those covered by the Model Statute) (on file, Court 09/37).

**iii) Recognition of and facilities for Trade Union Duties and Activities**

Court approved the agreement between the University and its recognised trade unions (on file, Court 09/37).

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

### **1. Minute of Meeting held on 3 November 2009**

Members received the report of the meeting (on file, Court 09/39) held on 3 November 2009.

The Vice-Principal (Governance & Planning) gave a verbal update on sector concerns regarding potential liabilities of the USS Pension Scheme and related national discussions concerning its future structure. It was noted that the local Pension Scheme, S&LAS, operates at rough parity with the USS benefit structure, and thus the University may wish to take into account any changes to the USS scheme when considering its response to the triennial review of S&LAS.

In relation to the setting of proposed Academic Fees for 2010/11, the Vice-Principal (External Relations) confirmed that an interim update on the review in progress had been sent to PARC members prior to the meeting of Court.

### **2. Tripartite Advisory Group**

Members noted an update on strategic funding developments within the sector (on file, Court 09/40), particularly in reference to the review of Teaching Price Groups.

### **3. Student Residential Charges**

Court approved the recommended Student Residential Charges (on file, Court 09/41) for Academic Year 2010/11.

### **4. Capital Projects Update**

Members noted an update on the status of ongoing Capital Projects (on file, Court 09/42). It was reported that a gift of £1 million had been made to the Library project. Court approved the proposed investment of £1.5 million to improve the North Haugh Energy Infrastructure and expenditure related to the purchase or lease of centrally located retail premises to function as a University Shop.

### **5. Estates Strategy**

Members noted an update on the initial steps of the Estates Strategy, which provides a planning basis for investment in the University's infrastructure over the next 20 to 30 years (on file, Court 09/43).

### **6. Summary Financial Report for period to 31 October 2009**

Members noted the Summary Financial Report (on file, Court 09/44) for the period 1 August to 31 October 2009.

### **III. UNIT REVIEWS & PRESENTATIONS**

#### **1. Student Recruitment & Admissions**

Mr Andrew Disbury, Director of Student Recruitment & Admissions, gave a presentation (summary on file, Court 09/45) updating members on developments within the Unit. Recent restructuring and a number of initiatives making improved use of technology have led to significant efficiency gains and the streamlining of administrative processes. Some discussion followed about the University's brand recognition and its impact on the student mix. It was agreed that Court would receive an update on the effectiveness of branding in October 2010.

#### **2. Student Services**

Dr Chris Lusk, Director of Student Services, gave a presentation (summary on file, Court 09/46) focused on various aspects of the Student Experience. Members discussed the various benchmarking data provided within the presentation, particularly with reference to international students, which gave a barometer of student satisfaction on a number of key deliverables. It was agreed that the issue of student employability should be revisited as a future topic for discussion at Court.

#### **3. Nightline**

Ms Claire Thomson, Director of Nightline, and Ms Jenny Barnett, Training & Recruitment Officer, gave a presentation (summary on file, Court 09/47) outlining the support service provided by Nightline to students. Recent initiatives were focused on increasing student awareness of the service through publicity drives and an improved presence in official University publications such as prospectuses. As an affiliate member of National Nightline, it was reported that the service benefits from sharing skills and ideas, such as recruitment and training concepts. In turn, there is significant scope for Nightline to disseminate best practice with other peer University bodies. Members commended the student team for its obvious enthusiasm and professionalism, and wished the service continued future success.

The Senior Governor thanked the presenters for providing members with a further helpful insight into the work of their units.

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

None.

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

Friday 26 February 2010 at 1.30 pm.

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## UNIVERSITY COURT OF ST ANDREWS

AT ST ANDREWS on the 26<sup>th</sup> day of FEBRUARY 2010 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 Christopher Hawkesworth, *Deputy Principal and Vice-Principal (Research)*; 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 and Dr Susie Whiten, *Senate Assessors*; Dr Alison Sandeman, *Non-Academic Staff Assessor*; Mrs A Kay Blair, Dr Norval Bryson, Mr Peter Cabrelli, Dr David Erdal, Councillor Peter Grant, Mr Mervyn Jones, Rev Dr Marjory MacLean and Mrs Christina Potter, *Non-Executive Members*.

**In attendance:** Professor Ronald Piper, *Vice-Principal (Governance & Planning)*; Mr Derek Watson, *Quaestor & Factor*; Professor Pat Willmer, *Vice-Principal (Learning & Teaching)*; Dr Gillian MacIntosh, *Executive Officer to the University Court*, Mr Niall Scott, *Director of Corporate Communications*.

**Apologies:** Mr William Berry, *Chancellor's Assessor*; Sir Anthony Bagnall, *Non-Executive Member*.

### I. REGULAR BUSINESS

#### 1. MEETING MINUTES

##### i) Minute of the Court Meeting held on 11 December 2009

The minute of the meeting held on 11 December 2009 was received and agreed as a correct record.

##### ii) Matters Arising

The Rector's Assessor requested that there be a future Court discussion on the issue of student employability, possibly at the July away day. Court noted that the agenda for the away day was still under consideration but that some future opportunity for such a discussion should be found.

Due to his position as Scottish Information Commissioner, the Rector declared an interest in the following item of business.

The Vice-Principal (Governance & Planning) updated members on the subject of the recent communication received from the office of the Scottish Information Commissioner (SIC) regarding the online publication of edited

Court minutes. Noting that the proposal for the production of edited minutes had been accepted by the SIC, the Vice-Principal (Governance & Planning) confirmed that online publication would proceed under these terms.

## **2. REPORT FROM THE PRINCIPAL**

Members received the Principal's report (on file, Court 09/48) containing news of recent developments within the University. The Principal gave a verbal update to members on a number of events that had recently taken place, such as the Open Fora for staff, which the Principal noted were constructive and well attended. Further updates were provided to members on the progress of the Medical Sciences Building towards completion and occupancy, and on the continuing preparations for the 600<sup>th</sup> Anniversary campaign.

The Principal noted that the financial situation remains challenging for the sector as a whole. It was however expected that further clarity on the extent of expected government spending cuts would be achieved by the next Court meeting, after the receipt of the grant letter from the Funding Council in March and following the quinquennial strategic dialogue meeting with the SFC in May.

## **3. GOVERNANCE & NOMINATIONS COMMITTEE**

### **i) Minute of Meeting held on 27 January 2010**

Members received the report of the meeting (on file, Court 09/49) held on 27 January 2010. Court approved the membership of the proposed working group that is to be tasked with examining the University's historical and current relationship with the General Council and the future use and level of the General Council fee.

### **ii) COURT MEMBERSHIP VACANCIES 2010**

Members received the paper (on file, Court 09/50) outlining the recommendations made by the Governance & Nominations Committee for filling the forthcoming Court vacancies. Members approved the appointment of Dr Norval Bryson and Rev Dr Marjory MacLean to both serve a second and final term on Court as Non-Executive Members from 1 August 2010 to 31 July 2014. Members also approved the appointment of Dr Mary Popple to serve a first term on Court as a Non-Executive Member from 1 August 2010 until 31 July 2014, following confirmation that Dr Popple had undergone the full recruitment process in response to a previous advertisement for potential Court members and had brought value to the University as an external member of the Audit Committee.

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

Members noted the report of the meeting (on file, Court 09/51) held on 2 December 2009. Mr Peter Cabrelli gave members a summary of the



proceedings of the February meeting of the trustees, noting that there were a number of potential options being considered for reducing the local scheme's deficit.

Having declared an interest in the USS scheme (in common with several other Court members), the Vice-Principal (Governance & Planning) gave a detailed account of possible scheme changes for USS that are currently being discussed by the Joint Review Group. It was expected that agreement of the detail of any proposals would be announced by April 2010, with implementation targeted to begin in October 2010.

## **5. COURT OFFICE ITEMS**

### **i) Court Office Business**

Court received the report from the Executive Officer (on file, Court 09/52) detailing recent staff changes reported by Human Resources and other Court-related business. In doing so, Court gave final approval to Draft Resolution 2009 No.1 (Degree of Master of Research in Medicine (M.Res)).

### **ii) Draft Ordinances Nos 127, 128 & 129**

The Vice-Principal (Governance & Planning) provided members with an update on the progress of the consultative process being undertaken for the draft Ordinances currently in train (papers on file, Court 09/53-54). Noting that final informal comments from the Privy Council were still awaited prior to formal submission, it was therefore proposed that Court approve the text of the three Ordinances as they currently stand, with any subsequent amendments being considered at a later Court meeting or by the Emergency Committee of Court in the interim period between scheduled meetings. Court approved this process and therefore gave final approval to the current text of draft Ordinance No.127 (Amendment of Powers of the University Court), draft Ordinance No.128 (Employment of Academic Staff) and draft Ordinance No.129 (Regulation of Foundations, Mortifications, Gifts, Endowments and Bursaries; Use of Surplus Revenue and Amendment of Endowments).

## **6. ACADEMIC COUNCIL**

Court received the report of the meeting held on 29 January 2010 (on file, Court 09/55) and approved the recommended Honorary Appointments and External Examiners.

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

### **1. Minute of Meeting held on 26 January 2010**

Members received the report of the meeting (on file, Court 09/56) held on 26 January 2010.

## **2. PARC Authority and Schedule of Business**

Members noted a paper (on file, Court 09/57) further clarifying the powers delegated to PARC under the new Court Committee structure. It was recognised that consequently the remit of PARC would require minor amendment to include those delegated decision-making powers specified within the Standing Financial Instructions.

## **3. Capital Projects Update and Schedule of Costs**

The Quaestor & Factor expanded on his written paper (on file, Court 09/58) outlining those capital projects currently underway and the budgeted schedule of costs within the context of the three year financial plan. It was confirmed that if the current or future financial situation negatively impacts on estimated external funding support, the timing of capital projects reliant on such funding would have to be deferred. It was however noted that in the financial plan external funding for the proposed Library redevelopment was in the form of SFC capital grants rather than charitable donations.

## **4. St Andrews West**

Due to his position on Fife Council, Councillor Peter Grant, Provost of Fife's Assessor, declared an interest in the following item of business.

The Quaestor & Factor gave a detailed presentation to Court on the St Andrews West partnership that proposes to take forward the delivery of the requirements of the Fife Structure plan within St Andrews (related paper and presentation on file, Court 09/59). Members discussed in detail the strategic implications to the University of the proposed development. Given the significant public impact of the proposals on both the University and the town, members encouraged senior management to further engage with members of staff of the University, the surrounding community and other key local bodies as the proposed development moves forward.

## **b REVIEWS & PRESENTATIONS**

### **i) University IT**

Mr Steve Watt, Chief Information Officer, joined the meeting to give members an update on recent developments within IT Services and Business Improvements (summary on file, Court 09/60). Noting that his initial assessment of the service provision offered by both Units largely echoed the findings of the PricewaterhouseCoopers audit report, Mr Watt outlined a number of projects both currently underway and planned that aim to improve the IT provision within the University. Members discussed a number of issues arising from the CIO's presentation. Court welcomed Mr Watt's critical assessment of the IT infrastructure of the University and

wished him every success in improving and enhancing the institution's IT operations.

## **ii) School of Computer Science**

Professor Alan Dearle, Head of the School of Computer Science, gave members a presentation outlining the teaching and research profile of the School (summary on file, Court 09/61). The number of taught postgraduates has increased significantly in recent years, with the School being particularly successful in recruiting overseas students for its M.Sc. programmes via the route of English Language Teaching. The number of postgraduate research students was also said to be healthy, with an average of two Ph.D. students for each member of staff. In highlighting the recent developments and new initiatives currently underway within the School, Professor Dearle focused on research pooling, particularly with respect to St Andrews' involvement in the Scottish Informatics & Computer Science Alliance (SiCSA), which has significant benefits of critical mass and future options for commercialisation, but results in a major dependency on a single source of funding.

The Senior Governor thanked the presenters for providing members with a further helpful insight into the work of their units and school.

## **iii) Library Redevelopment**

The Principal demonstrated to members an animated fly-through presentation giving the architect's vision of the proposed Library redevelopment.

## **III. ANY OTHER COMPETENT BUSINESS**

It was indicated to members that the Court away day will be held in the afternoon of 2 July 2010, immediately following the Court meeting scheduled for that day. It was confirmed that both meetings would take place at the Medical Sciences Building.

## **IV. DATE OF NEXT MEETING**

Friday 21 May 2010 at 10.00 am.

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**UNIVERSITY COURT OF ST ANDREWS**

AT ST ANDREWS on the 21<sup>st</sup> day of MAY 2010 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 Christopher Hawkesworth, *Deputy Principal & Vice-Principal (Research)*; 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 and Dr Susie Whiten, *Senate Assessors*; Dr Alison Sandeman, *Non-Academic Staff Assessor*; Sir Anthony Bagnall, Mrs A Kay Blair, Dr Norval Bryson, Dr David Erdal, Councillor Peter Grant, Mr Mervyn Jones, Rev Dr Marjory MacLean and Mrs Christina Potter, *Non-Executive Members*.

**In attendance:** Professor Peter Clark, *Proctor & Provost of St Leonard's College, Dean of Graduate Studies*; Mr Stephen Magee, *Vice-Principal (External Relations)*; Professor Ronald Piper, *Vice-Principal (Governance & Planning)*; Professor Neville Richardson, *Master of the United College*; Mr Derek Watson, *Quaestor & Factor*; Professor Pat Willmer, *Vice-Principal (Learning & Teaching)*; Dr Gillian MacIntosh, *Executive Officer to the University Court*; Mr Niall Scott, *Director of Corporate Communications*; Mr Owen Wilton, *President-Elect, Students' Association*; Mr Paul Brown, *Director of the Careers Centre* (for Item I 2 (ii) only); Professor Jan Bebbington, *School of Management*, and Professor Stephen Halliwell, *School of Classics* (for Items II b (i)-(ii) only).

**Apologies:** Mr Peter Cabrelli, *Non-Executive Member*.

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

The Rector welcomed Mr Owen Wilton, President-Elect, Students' Association, who was attending this meeting of Court in the capacity of an observer.

**2. MEETING MINUTES****i) Minute of the Court Meeting held on 26 February 2010**

The minute of the meeting held on 26 February 2010 was received and agreed as a correct record.

## ii) Matters Arising

Mr Paul Brown, Director of the Careers Centre, joined the meeting to contribute to a discussion on student employability (paper on file, Court 09/62), an issue arising from an earlier Court meeting. Although securing meaningful work experience during vacation times caused anxiety for many students, particularly first years, Mr Brown indicated that the second year was a more critical point for students to begin to focus on acquiring relevant training placements. In addition to traditional forms of work experience, initiatives such as the St Andrews Award have been introduced to enhance students' skills and augment their employability on graduation. It was noted that the Careers Centre has begun to participate in a national initiative in which a shared vacancy / work experience system is rolled out across all Scottish institutions. This should assist students who return home for the summer to find positions in their local areas.

It was recognised that expectations amongst students were rising, particularly with regard to demands for internships for third and fourth years. This was a challenge for the Careers Centre, as Fife is not well-placed geographically to offer placements in professional disciplines with a culture of internships, such as the media, creative sector and NGOs - although there are some large public sector employers including Fife Council and the NHS. Court agreed that there were opportunities with local employers that should be further investigated, particularly through proactive outreach via a memorandum of understanding or similar initiative. It was however thought unlikely that the University could offer financial aid to students who secure unpaid internships, although this was perhaps an area in which fundraising efforts could be directed in the future.

It was also remarked that more could be done within Development in exploiting networking links amongst alumni. The Principal agreed to bring this to the Director of Development's attention.

## 3. REPORT FROM THE PRINCIPAL

Members received the Principal's report (on file, Court 09/63). The Principal updated members on a number of developments that had arisen since the report's submission, including the improving position of the University in *The Independent's* Complete University Guide (rising from 7<sup>th</sup> to 6<sup>th</sup> in the UK). The Principal also announced that agreement had been reached for a four-year joint BA International Honours degree with William and Mary College to begin in September 2011, subject to final programme details being approved by Academic Council.

In answer to members' queries, the Principal expanded on a number of points contained within her report. In relation to the revised Promotions procedure, it was confirmed that feedback on the new system would be sought from all those who were involved in this year's round. The Principal also confirmed that the University had not contributed to the 1994 Group's

submission to the Browne Review of HE Funding, because the Review does not directly affect Scotland.

#### **4. AUDIT & RISK COMMITTEE**

Members noted the report of the meeting (on file, Court 09/64) held on 19 March 2010. In response to a number of queries on the issue of IT security and on the Internal Auditor's recommendations on the audit of Learning and Teaching, the Convener of the Committee confirmed that both were on the follow-up action list to be reported to the next meeting of the Audit & Risk Committee. Court would be apprised of the outcome via the Committee's minutes.

#### **5. REMUNERATION & HUMAN RESOURCES COMMITTEE**

##### **i) Minute of Meeting held on 5 March 2010**

Members noted the report of the meeting (on file, Court 09/65) held on 5 March 2010.

##### **ii) HR Procedures**

In response to members' enquiries regarding the consultative process undertaken with the trade unions and on the specific wording of one clause, the Senior Governor offered clarity on these points. Court approved the Poor Performance (Capability) Policy (on file, Court 09/66) and the Capability (Long Term Absence) Policy (on file, Court 09/67).

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

Members noted the report of the meeting (on file, Court 09/68) held on 15 February 2010.

#### **7. COURT OFFICE ITEMS**

##### **i) Court Office Business**

Court received the report from the Executive Officer (on file, Court 09/69) detailing recent staff changes reported by Human Resources and other Court-related business. In doing so, Court promulgated Draft Resolution 2010 No.1 (Foundation of Chairs) and Draft Resolution 2010 No.2 (Senior Officers of the University).

##### **ii) Draft Ordinances Nos 127 and 128**

Members noted a paper (on file, Court 09/70) detailing a number of wording changes to draft Ordinances No.127 (Amendment of Powers of the University Court) and No.128 (Employment of Academic Staff), which are currently in train. It was resolved that a summary of the draft Ordinances should be produced by the Vice-Principal (Governance & Planning).

## **8. ACADEMIC COUNCIL**

Court received the report of the meeting held on 23 April 2010 (on file, Court 09/71) and approved the recommended Honorary Appointments and External Examiners.

## **9. GENERAL COUNCIL**

Court received without comment a report on recent General Council business (on file, Court 09/72).

The Senior Governor led the discussion on the following business:

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

#### **1. Minute of Meeting held on 20 April 2010**

Members received the report of the meeting (on file, Court 09/73) held on 20 April 2010. It was noted that in relation to Development issues, Court would receive a presentation at the forthcoming Away Day.

#### **2. SFC Strategic Dialogue Meeting**

Mr Mervyn Jones gave members a verbal update on the outcome of the Strategic Dialogue Meeting with the SFC, which had taken place on 20 May. It was reported that very positive discussions had been held on the issues of widening access, particularly in light of the planned Madras project, and on collaboration opportunities through the Horizon Fund and commercial 'spin-in' initiatives. The dialogue also suggested that the SFC were moving towards recognising the structural diversity of the sector and St Andrews' "individual and unique" place therein, which was welcomed by Court members. It was confirmed that the University would be submitting a strategic paper in follow-up to the meeting and would be receiving feedback from the SFC in turn.

#### **3. Pensions Update**

The Vice-Principal (Governance & Planning) gave members a verbal update on the financial challenges facing the University's pension provision, specifically with reference to the USS review. It was reported that the Joint Negotiating Committee (JNC) had failed to reach agreement on proposals to change the USS scheme and that the Chair had chosen not to use his casting vote. The next meeting of the JNC is due to take place on 7 July 2010, at which the separate employers' and UCU's proposals will again be considered. The implementation date for any changes to the scheme appears now to have been pushed back until April 2011 at the earliest.

#### **4. Summary Financial Report to 31 March 2010**

Members noted the summary financial report for the period 1 August 2009 to 31 March 2010 (on file, Court 09/74), welcoming the projected £2 million increase in the operating surplus. It was noted that cash flow would be somewhat stretched over the summer months.

#### **5. Financial Planning 2010/11**

The Quaestor & Factor expanded on his written paper (on file, Court 09/75) summarising the initial financial planning position for the current year and detailing the University's financial position relative to the Scottish University sector as a whole. It was suggested that future planning data could also include benchmarking data for UK institutions of a similar size and teaching / research profile to St Andrews, which the Quaestor undertook to consider.

#### **6. Capital Projects Update**

Members noted a paper (on file, Court 09/76) providing an update on the progress of those Capital Projects both underway and planned and their projected costs.

#### **7. BSRC**

The Master outlined the academic rationale and business case for a Biomedical Science Research Complex (BSRC) to be constructed on the North Haugh, comprising both new build and refurbished existing accommodation (business case on file, Court 09/77). In relation to potential financial implications for other capital projects, it was confirmed that all such ramifications will be fully considered in the University's Financial Plan, to be submitted to PARC in June and Court in July. Court thereafter approved the proposed investment, recommending that the project now proceed towards the construction phase.

**8. *This section has been redacted under Section 33(1)(b) (Commercial interests and the economy) of the Freedom of Information (Scotland) 2002 Act.***

### **b REVIEWS & PRESENTATIONS**

#### **i) Strategic Challenges for HE from the Carbon Agenda**

Professor Jan Bebbington, Professor of Accounting and Sustainable Development, School of Management, joined the meeting to brief members on the impact of the climate change agenda on the University (summary on file, Court 09/79). Whilst this issue would be central to the established Sustainable Development degree programme, Professor Bebbington explained that the statutory



obligations to be enforced by government will have challenging repercussions for almost all aspects of the University's business, from travel patterns and student recruitment locations to energy production and use. It was however noted that this was an area in which the University could build on its existing expertise to engage with stakeholders on both a national and global level. Members agreed that the climate change agenda was an issue in which the University could not afford to be complacent, and welcomed Professor Bebbington's introduction to the key issues which are likely to affect St Andrews.

## **ii) School of Classics**

Professor Stephen Halliwell, Head of the School of Classics, gave members a presentation outlining a number of recent initiatives in teaching and research within the School (summary on file, Court 09/80). Noting that the School of Classics was committed to innovation and change, despite the subject's origins and traditions, Professor Halliwell reported on the successful outreach activities of staff and UGs with local school pupils, which had sought to engage a younger generation with an enthusiasm for the subject. The School was actively seeking to increase its research grant funding and expand PG numbers via scholarships partly funded by donations from alumni. Members congratulated the School on its success, noting the potential difficulties of maintaining a strong undergraduate demand for the subject as Classical language teaching diminishes in the secondary education sector.

The Senior Governor thanked the presenters for providing members with a further helpful insight into the University's core business of research and teaching.

The Rector resumed the Chair.

## **III. ANY OTHER COMPETENT BUSINESS**

It was reported that a celebration of the life of Sir Kenneth Dover, former Chancellor, would be held on Sunday 13 June 2010 at 2pm in the Younger Hall.

The Rector thanked the departing sabbaticals, Mr Andrew Keenan, Ms Georgina Rannard and Mr James Shield, who were each attending their last meeting. Court thanked the sabbaticals for their valuable contributions over the past two years and wished them well for the future.

**IV. DATE OF NEXT MEETING**

Friday 2 July 2010 at 10 am, followed by the annual Away Day, to be held in Room 104, Medical Sciences Building, North Haugh.

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## UNIVERSITY COURT OF ST ANDREWS

AT ST ANDREWS on the 2<sup>nd</sup> day of JULY 2010 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 Christopher Hawkesworth, *Deputy Principal and Vice-Principal (Research)*; Mr William Berry, *Chancellor's Assessor*; Mr Owen Wilton, *President, Students' Association*; Ms Siena Parker, *Director of Representation, Students' Association*; Miss Kathleen Patrick, *General Council Assessor*; Professor Andrew Mackenzie and Dr Susie Whiten, *Senate Assessors*; Dr Alison Sandeman, *Non-Academic Staff Assessor*; Dr Norval Bryson, Mr Peter Cabrelli, Dr David Erdal, Councillor Peter Grant and Mrs Christina Potter, *Non-Executive Members*.

**In attendance:** Professor Peter Clark, *Proctor and Provost of St Leonard's College*; Mr Stephen Magee, *Vice-Principal (External Relations)*; Professor Ronald Piper, *Vice-Principal (Governance & Planning)*; Professor Neville Richardson, *Master of the United College*; Mr Derek Watson, *Quaestor & Factor*; Professor Pat Willmer, *Vice-Principal (Learning & Teaching)*; Dr Gillian MacIntosh, *Executive Officer to the University Court*; Mr Niall Scott, *Director of Corporate Communications*; Dr Mary Popple, *Non-Executive Member Designate*; Mr Patrick Degg, *Director of Development* (for Item II b only); Professor Katherine Hawley, *Head of the School of Philosophical, Anthropological and Film Studies* (for Item II b only).

**Apologies:** Ms Amanda Litherland, *Rector's Assessor*; Professor Robert Crawford and Dr Claire Whitehead, *Senate Assessors*; Sir Anthony Bagnall, Mrs A Kay Blair, Mr Mervyn Jones and Rev Dr Marjory MacLean, *Non-Executive Members*.

### I. REGULAR BUSINESS

#### 1. WELCOME

Mr Owen Wilton, President of the Students' Association, and Ms Siena Parker, Director of Representation, were each welcomed to their first meeting as full members of Court. The Rector also extended a welcome to Dr Mary Popple, Non-Executive Member Designate, who was attending as an observer.

#### 2. MINUTE OF THE COURT MEETING HELD ON 21 MAY 2010

The minute was agreed as a correct record.

### **3. REPORT FROM THE PRINCIPAL**

The Principal expanded on her written paper to Court (on file, Court 09/81) and updated members on events which had taken place since its submission. Commenting on the successful Graduation week, the Principal reported that the online streaming of video from the ceremonies had once again been popular, with over 3,000 viewers from 69 countries. Some concern was expressed by Court members over the lack of academics present on the stage, which the Principal confirmed was already under consideration with a view to improving further engagement.

The Principal provided some background on the serious financial difficulties facing the School of Modern Languages and outlined the proposal contained in the School's business plan regarding the four Senior Language Tutors (SLTs). The Principal reported that the School believed that language teaching provision would not be impaired by the loss of the SLTs, since replacement tuition to a similar standard would be offered. A petition against the proposed redundancies, signed by over 770 students, has been received by the Principal's Office. Court agreed that, in order to assuage the concerns of the current cohort of language students, there was a need to articulate and provide reassurance at an early stage as to what the plans are for language teaching provision. It was proposed that the new arrangements should be reviewed after a period of around two to three years, to assess the position.

It was reported by the Principal that the appointment of the Right Reverend Dr NT Wright, a leading international New Testament scholar, to a chair in the School of Divinity had proved controversial with certain sections of the alumni community, but the Principal reiterated the academic right to freedom of speech, which Court strongly supported.

The Principal confirmed that the St Andrews' Man Booker Prize initiative would run again in the academic session 2010-11, in which all entrant undergraduates will be provided with a copy of *Mister Pip* by Lloyd Jones. The author will visit St Andrews in October to give a lecture, meet with students and lead discussions on the book.

### **4. AUDIT & RISK COMMITTEE**

Members noted the report of the meeting (on file, Court 09/82) held on 4 June 2010.

### **5. GOVERNANCE & NOMINATIONS COMMITTEE**

#### **i) Minute of Meeting held on 7 June 2010**

Members noted the report of the meeting (on file, Court 09/83) held on 7 June 2010. Court approved the recommendations made in reference to the future funding of the General Council and also approved the continuation of Ewan Brown as Senior Governor for a further term of two years.

**ii) Committee and Assurance Group Membership, 2010-11**

Members approved the Court and Assurance Group membership for the forthcoming 2010-11 session (on file, Court 09/84).

**6. REMUNERATION & HUMAN RESOURCES COMMITTEE**

Members noted the report of the meeting (on file, Court 09/85) held on 7 June 2010.

**7. COURT OFFICE ITEMS****i) Court Office Business**

Court received the report from the Executive Officer (on file, Court 09/86) detailing recent staff changes reported by Human Resources and other Court-related business. In doing so, Court gave final approval to Draft Resolution 2010 No.1 (Foundation of Chairs) and Draft Resolution 2010 No.2 (Senior Officers of the University).

**ii) Draft Ordinance 2009 No.1 (No.127)**

Court gave final approval to Draft Ordinance No.127 (Amendment of Powers of the University Court) (on file, Court 09/87), thereby enabling its transmission to Privy Council for formal consideration.

**iii) Draft Ordinance 2009 No.2 (No.128)**

Court gave final approval to Draft Ordinance No.128 (Employment of Academic Staff) (on file, Court 09/88) thereby enabling its transmission to Privy Council for formal consideration.

**8. ACADEMIC COUNCIL**

Court received the report of the meeting held on 11 June 2010 (on file, Court 09/89) and approved the recommended Honorary Appointments and External Examiners contained therein.

**II. a PLANNING AND RESOURCES COMMITTEE (PARC)****1. Minute of Meeting held on 7 June 2010**

Members received the minute of the meeting (on file, Court 09/90).

It was confirmed that, following the Strategic Dialogue Meeting held with the SFC in May, the Principal's Office had submitted a paper further engaging with the Funding Council on a number of issues discussed at the meeting.

It was agreed that members of Court should have the opportunity to visit the newly acquired Guardbridge site prior to the October meeting, which the Quaestor & Factor undertook to arrange.

## **2. S&LAS Pension Scheme**

The Quaestor & Factor provided members with the background to the proposed recovery plan for the local pension scheme that had been agreed between management and the Trustees (on file, Court 09/91). Mr Peter Cabrelli, convener of the Trustees, confirmed that it was believed to be a fair proposal which showed the University's commitment in supporting the scheme and its viability for the future. Court thereafter approved the proposed recovery plan for submission to the Pensions Regulator.

The Vice-Principal (Governance & Planning) updated members on the ongoing negotiations on potential changes to USS, noting that an announcement was expected at the next meeting of the Joint Negotiating Committee on 7 July. It was agreed that an email to Court members would be sent notifying them of the outcome of this meeting.

## **3. University Financial Plan, 2010/11 to 2012/13**

Members discussed in detail the financial planning data for the period 2010/11 to 2012/13 (on file, Court 09/92).

The Quaestor & Factor described the reasons for the financial assumptions under which the plan had been drafted. In general it was believed that most income streams would remain strong over the period covered by the planning data.

It was noted that fundraising targets have not been included as income over the period, as revenue from this area would not be expected to be used for operational purposes.

On forecast expenditure, it was noted that pay costs as a percentage of income would see an uplift in 2010/11, reflecting the recent targeted investment in the Schools of Geosciences & Geography, Medicine and Modern Languages and in the Units of Development and IT. Non-pay costs are susceptible to external pressures, for example, in utility prices. It is expected that operating surpluses for the period of the plan will be around the same level as the current year.

As requested by PARC, the Quaestor & Factor presented three scenarios reflecting a progressively more challenging financial climate under which the University may find itself operating. Court was asked to consider the strategic implications of each scenario and the repercussions on, for instance, the scale of operations, the courses offered, the breadth, depth and size of the student cohort, the UG/PG ratio and the geographical mix. It was agreed that management responses to each of these scenarios

would be discussed further with Court at the forthcoming Away Day, by which time there may be greater clarity regarding the scale of public funding cuts, pay costs and pensions. It was suggested that there should also be consideration of a reduction in St Andrews' attractiveness to overseas students.

It was agreed that whilst the Audit & Risk Committee had within its remit the monitoring of risk, major institutional risks which may arise as a result of significant strategic changes to the University and its direction should be discussed at Court.

Court approved the Financial Plan and Financial Strategy for the period 2010/11 to 2012/13.

#### **4. Capital Projects Update**

Members noted an update on those capital projects underway and planned (on file, Court 09/93). Discussions focused on the Madras project, in which the Quaestor & Factor confirmed that a fully integrated site had been difficult to achieve and that a revised agreement had been reached with Fife Council [***Part of this section has been redacted under Section 33(1)(b) (Commercial interests and the economy) of the Freedom of Information (Scotland) 2002 Act.***] Court agreed that the fundamental ambition of the project, specifically the education advantages of co-locating the School with the University campus and thus a closer relationship between secondary and higher education, was not affected by the change to the initial proposals.

***[This section has been redacted under Section 33(1)(b) (Commercial interests and the economy) of the Freedom of Information (Scotland) 2002 Act.]***

#### **5. Library Redevelopment Proposals**

The Principal described the £14m Library redevelopment plan (on file, Court 09/94), confirming that the revised proposals reflected the radically changed financial climate in which the University was now operating. Noting that the revised plan provided for the immediate needs of Library users (study spaces and collections) whilst retaining the long-term redevelopment vision, it was confirmed that consultations with Library user groups and students, chaired by the Deputy Principal, had now commenced. It was also confirmed by the Principal that fundraising for the Library and its long-term redevelopment remained one of the goals for the 600<sup>th</sup> Anniversary and that over £1m had already been donated. It was reported that advertisement for a new University Librarian would be made over the summer, with a new appointee expected to be in post by January 2011.

After discussion of the new plan, Court approved the revised redevelopment proposals with a view to implementation of the initial

stage of works over the summer of 2010. It was agreed that the University needed to engage positively with the media and other key stakeholders to ensure that there was no repeat of misleading newspaper articles and blogs.

## **b REVIEWS & PRESENTATIONS**

### **i) Development**

Mr Patrick Degg, Director of Development, joined the meeting to explain to members the recent restructuring of the Unit and to outline the fundraising priorities for the 600<sup>th</sup> Anniversary campaign (summary paper on file, Court 09/95). Noting that the Development Office had suffered somewhat from a lack of staff continuity in recent years, Mr Degg explained the rationale behind the recent restructuring within the Unit, in which funds saved from the employment of external contractors had been invested in staff directly employed by the University. The alumni relations and fundraising prospects team had been doubled in size; also currently being hired was a North American consultant who could better exploit prospects within the large US alumni community. Investment in IT and a revised communications and publications strategy had also begun, with a view to improved engagement with Schools, Units and alumni and the management of related events. Governance arrangements were also in the process of being reviewed in order to remove unnecessary bureaucracy.

Total in fundraising of £4.6m was forecast for the current year, a 10.3% improvement on 2009. It was aimed to increase this yearly total to c. £10m over the 600<sup>th</sup> Anniversary Campaign period. £12,500 collected as the Class Gift of 2010 was earmarked specifically for the Library project. The Unit monitors a number of operational KPIs, reported weekly to the Principal and monthly to the Quaestor & Factor. St Andrews operates above the national average in donor engagement (over 6% of the alumni community) and donor retention (above 70%).

Mr Degg reported that the vision for the 600<sup>th</sup> Anniversary Campaign was set out in the Principal's Installation address. There was discussion whether the total fundraising target that had been set was realistic given the challenging financial climate in which the sector is now operating. Mr Degg reported that around £20m of this had already been raised (counting pledges and receipts since August 2009) and that the total remained possible, although this may mean extending the campaign period. It was noted that the timing of the public launch of the campaign would depend on achieving a greater level of certainty.



## **ii) School of Philosophical, Anthropological and Film Studies**

Professor Katherine Hawley, Head of the School of Philosophical, Anthropological and Film Studies, joined the meeting to expand on her written submission outlining recent research and teaching initiatives within the School (on file, Court 09/96). The School is a mix of three diverse departments, which each run their own degree and research programmes. As a whole, the School has the second largest undergraduate cohort, due to large numbers from different degree programmes taking taught modules within the School as part of elective options.

Professor Hawley outlined the recent expansion of academic music provision within the School. Enrolment in academic music has doubled in the last year, and the School plans future expansion into the Evening MA Degree and the establishment of a one-semester course in Scottish Studies which would be of special interest to overseas students. Court congratulated the School and Dr Michael Downes, Director of Music, for the swift advancements made in this area.

Professor Hawley also explained the process whereby the School chooses new members of staff. Recent hires have increased the disciplines covered within the School and degree of specialisation therein. It was noted that partial appointments – whereby Professorial fellows based at other institutions spend a portion of the year in St Andrews – had worked well and could be usefully applied to other subject areas.

Some discussion followed on the School's external outreach, specifically engagement with the secondary education sector, on pooling initiatives with other Scottish universities and the possible REF impact of the work undertaken within the departments.

The Senior Governor thanked the presenters for providing members with further helpful insights and information.

## **III. ANY OTHER COMPETENT BUSINESS**

The Rector thanked Mr William Berry, Chancellor's Assessor, and Mrs Christina Potter, Non- Executive Member, who were both attending their last meeting of Court. Tribute was paid to the considerable service shown by both in their terms as Court members.

**IV. DATE OF NEXT MEETING**

Friday 15 October 2010 at 10.00 am, to be preceded by the Court visit to Guardbridge and followed by the Court Away Day.

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