

**UNIVERSITY COURT OF ST ANDREWS**

On the 7<sup>th</sup> day of SEPTEMBER 2010 by a Decision of the EXTRAORDINARY COMMITTEE OF COURT OF THE UNIVERSITY OF ST ANDREWS

**Members of the Extraordinary Committee of Court:** Mr Kevin Dunion, *Rector*; Professor Ewan Brown, *Senior Governor*; Dr Louise Richardson, *Principal*; Miss Kathleen Patrick, *General Council Assessor*; Professor Robert Crawford, *Senate Assessor*.

**In support:** Professor Ronald Piper, *Vice-Principal (Governance & Planning)*.

**I. DRAFT ORDINANCE No. 128 (Employment of Academic Staff)**

Members of the Extraordinary Committee of Court were advised that Her Majesty in Council had approved Ordinance No. 127 (Amendment of Powers of the University Court) on 21 July 2010. The University had subsequently been advised, however, that Court's approval of Draft Ordinance No. 128 (Employment of Academic Staff) had to take place after 21 July 2010 because it relied upon powers granted in Ordinance No. 127. This was contrary to earlier advice, which had indicated that Court could approve both Ordinances on 2 July 2010, subject to the submissions to the Privy Council being separate.

In view of the earlier consideration and approval of full Court on 2 July 2010, and using the powers now granted under Ordinance No. 127, members of the Extraordinary Committee of Court formally approved on behalf of the University Court Draft Ordinance No. 128 (Employment of Academic Staff) on 7<sup>th</sup> September 2010.

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**ORDINANCE of the UNIVERSITY COURT of the UNIVERSITY OF ST  
ANDREWS  
No. 128**

**(EMPLOYMENT OF ACADEMIC STAFF)**

At St Andrews, the xx day of xxxxxx, Two Thousand and Ten.

WHEREAS the University Court wishes its employment practices to comply with current and future legislation and regulation and with recognised good practice in relation to discipline, redundancy, grievance, dismissal and other removal from office of academic staff;

And WHEREAS the University Court, in the exercise of its powers to make resolutions and regulations in relation to discipline, redundancy, grievance, dismissal and other removal from office of academic staff, recognises its obligations regarding the desirability of ensuring the academic freedom of academic staff as provided for in section 26 of the Further and Higher Education (Scotland) Act 2005;

THEREFORE the University Court of the University of St Andrews in exercise of the powers conferred upon it by section 3 of, and paragraph 1 of Part I of Schedule 2 to, the Universities (Scotland) Act 1966, by Ordinance of the University Court of the University of St Andrews No. 127 and of all other powers enabling it in that behalf, statutes and ordains:

**PART I**

**REVOCATION AND AMENDMENT OF ORDINANCES**

1. The Ordinance of the University Commissioners (Academic Staff) inserted by the University Commissioners (Statute Modifications) (University of St Andrews) Order 1992 (S.I. 1992/2685) is revoked.
2. In paragraph I(c) of Ordinance of the University Court of the University of St Andrews No. 554, the words "subject to the Ordinance made by the University Commissioners in exercise of their powers under the Education Reform Act 1988" are deleted.

**PART II**

**ACADEMIC FREEDOM**

3. Any regulations and resolutions made by the University Court in relation to the discipline, redundancy, grievance, dismissal and other removal from office of academic staff, shall give effect to the guiding principle that academic staff employed by the University Court shall have freedom within the law to hold and express opinion, to question and test established ideas and received wisdom and to present controversial or unpopular points of view without placing in jeopardy the appointments they hold or any entitlements or privileges they enjoy.

**PART III  
INTERPRETATION**

4. "Academic staff" means any person holding a contract of employment with the University Court as a Professor, Reader, Senior Lecturer or Lecturer of the University and any other person holding a contract of employment with the University Court engaged in teaching, the provision of learning or research in the University.

**PART IV  
DATE OF OPERATION**

5. This ordinance shall come into force after its approval by Her Majesty in Council on a date to be determined by the University Court

IN WITNESS WHEREOF these presents are sealed with the Common Seal of the University Court of the University of St Andrews and are subscribed on its behalf as required by Ordinance No. 118 of the said University Court, by [insert name], Member of Court, and [insert name], Secretary of the Court.

Member of the University Court

Secretary

## UNIVERSITY COURT OF ST ANDREWS

AT ST ANDREWS on the 15<sup>th</sup> day of OCTOBER 2010 AT A MEETING OF THE COURT OF THE UNIVERSITY OF ST ANDREWS

**Present:** Mr Kevin Dunion, *Rector (President)*; Mr Ewan Brown, *Senior Governor*; Dr Louise Richardson, *Principal*; Professor Christopher Hawkesworth, *Deputy Principal and Vice-Principal (Research)*; Dr David Erdal, *Chancellor's Assessor*; Mr Owen Wilton, *President, Students' Association*; Ms Siena Parker, *Director of Representation, Students' Association*; Ms Amanda Litherland, *Rector's Assessor*; Miss Kathleen Patrick, *General Council Assessor*; Professor Robert Crawford, 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, Mr Peter Cabrelli, Councillor Peter Grant, Mr Mervyn Jones and Dr Mary Pople, *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*; Mr Angus Clark, *Director of EHSS (for Item II b only)*; Professor Hugh MacDougall, *Dean of the School of Medicine (for Item II b only)*.

**Apologies:** Professor Andrew Mackenzie, *Senate Assessor*; Rev Dr Marjory MacLean, *Non-Executive Member*.

### I. REGULAR BUSINESS

#### 1. WELCOME

The Rector welcomed Dr Mary Pople, Non-Executive Member, and Ms Amanda Litherland, Rector's Assessor, to their first meeting of Court.

#### 2. MEETING MINUTES

##### i) Minute of the Court Meeting held on 2 July 2010

The minute was agreed as a correct record.

##### ii) Minute of the decision of the Extraordinary Committee of Court made on 7 September 2010

The minute was agreed as a correct record.

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

The Principal updated members on events which had taken place since the submission of her written report (on file, Court 10/01). Noting that the implications of the Browne Review would be discussed further at the afternoon Away Day session, the Principal reiterated the need for the University to grow its way, prudently, through this period of financial uncertainty, avoiding retrenchment and maintaining morale.

There was discussion on the increasing number of FOI requests and their financial cost to the University. In AY 2009/10, 180 FOI requests had been received, requiring 2,032.5 hours of staff time, at a cost of approximately £98,000. The Principal noted that work was continuing in identifying the most commonly solicited information, so this could be pre-emptively published online. However, many requests were individually specific and required significant work to anonymise information in accordance with data protection regulations.

Members commended management and Mr Niall Scott for the improved press coverage over recent months, on issues as diverse as the University's contribution to the economy and student-led initiatives to cut back on vehicles brought to the town. The excellence of the thoughtful celebratory service for the 550<sup>th</sup> anniversary of St Salvator's chapel and for the dedication of the new chapel bells was also highlighted.

The Rector noted that the new Advice and Support Centre (ASC), situated on North Street, had worked extremely well as a central one-stop shop for all student issues, especially during the busy period of Freshers' Week, and that student feedback he received on this service had been extremely positive.

The Principal commented that preparatory work for the Enhancement Led Institutional Review (ELIR), scheduled to take place in Spring 2011, was progressing well. The Vice-Principal (Learning & Teaching) thanked Ms Siena Parker for her assistance in preparing the main reflective analysis document.

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

#### **i) Minute of Meeting held on 30 September 2010**

Members noted the report of the meeting (on file, Court 10/02) held on 30 September 2010.

#### **ii) Financial Performance 2009-2010**

The Convener of the Audit & Risk Committee presented for consideration and final approval the Statements of Financial Performance and the Financial Statements for the 12 months to 31 July 2010 (on file, Court 10/03). Commending the Finance team for their hard work in ensuring the

year end accounts were produced within a very short timescale and to a high level of accuracy, the Convener summarised for members the areas on which the Audit & Risk Committee had focused in their examination of the accounts. The Quaestor & Factor commented on the results in general, noting that they were largely positive and that the University was approaching the forthcoming period of financial uncertainty with realistic expectations and considered planning.

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

### **iii) Audit & Risk Committee Annual Report**

Members noted the Committee's Annual Report (on file, Court 10/04).

### **iv) Health & Safety Policy**

Court approved the revised Health & Safety Policy (on file, Court 10/05).

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

Members noted the report of the meeting (on file, Court 10/06) held on 18 June 2010.

## **6. COURT OFFICE ITEMS**

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

Court received the report from the Executive Officer (on file, Court 10/07) detailing recent staff changes reported by Human Resources and other Court-related business, In doing so, Court promulgated Draft Resolution 2010 No.3 (Foundation of Chairs).

### **ii) General Council Business**

Members noted a report (on file, Court 10/08) detailing the results of the recent election to fill three vacancies on the General Council Business Committee.

## **7. ACADEMIC COUNCIL**

Court received the report of the meeting held on 22 September 2010 (on file, Court 10/09) and approved the recommended Honorary Appointments and External Examiners contained therein.

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

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

Members received the minute of the meeting (on file, Court 10/10).

In reference to the potential requirement to produce and audit the University's accounts to US GAAP standard, the Principal advised members that St Andrews was continuing to take the lead in lobbying against its introduction and that she would be shortly meeting with the US and British ambassadors to discuss the issue further.

It was noted that the Commercialisation Review submitted to the Committee had been very much focused on a limited range of Knowledge Transfer activities and, in consequence, PARC had asked for a number of enhancements before it was submitted to a future Court meeting for consideration.

## **2. Key Performance Indicators**

The Vice-Principal (Governance & Planning) introduced the annual KPI report for the previous year (on file, Court 10/11). Members agreed that the report served as a useful general health check across a broad range of activities and was of particular assistance to external Court members in understanding institutional dynamics, noting however the difficulties inherent in reducing often complex issues to a singular data point.

In reference to the proposed refinements, it was confirmed that data on bursaries and scholarships relevant to the issue of widening access would continue to be monitored by management, and that staff development issues and staff survey performance would in future fall within the scope of the Remuneration & Human Resources Committee. The Quaestor & Factor confirmed that the new energy consumption target was ambitious but in line with the University's long term commitment to reduce utility costs and to meet environmental sustainability targets. Members agreed that the revised set of KPIs suitably addressed emerging areas of priority, noting that other current concerns, such as the trajectory of the University's performance in league tables, were being actively tackled by management.

Court adopted the revised institutional level KPIs for future monitoring.

## **3. Investment Projects Update**

Members noted an update on those capital projects currently underway and planned (on file, Court 10/12).

## **4. Library Project Update**

Members noted an update on recent progress with the Library Redevelopment (on file, Court 10/13).

## **5. Prospective Asset Purchase – Town Centre**

The Principal outlined the rationale behind the University's potential interest in a property situated in the town centre (paper on file, Court 10/14). This site could represent an opportunity for an increase in Library reader spaces or as a future home for Special Collections. ***[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.]*** It was noted that detailed plans and surveys of the site will not be available until the property is placed on the market, likely to be in early 2011.

Members agreed that the proposal was worth investigating further, noting however that any purchase must be seen to accelerate or advance a particular strategic imperative.

## **6. Prospective Asset Purchase - Agricultural Land**

Members discussed the rationale behind the purchase of some agricultural land situated near the town (paper on file, Court 10/15). Given the potential of this site to advance the Western Expansion development, it was agreed that the Quaestor should pursue this, subject to it having a clear strategic value

## **b REVIEWS & PRESENTATIONS**

### **i) Environmental, Health & Safety Services**

Mr Angus Clark, Director of Environmental, Health & Safety Services, joined the meeting to expand on his written summary of the Unit's recent performance (paper on file, Court 10/16). Mr Clark provided background to the work of the Unit, summarising the number of Health & Safety related incidents dealt with over the past year and other relevant reporting statistics.

One area in which the University exceeded the UK statistical average was in the number of Fire Brigade call-outs (161 in total for 2009 in comparison to the UK average of 43). It was noted that whilst there is currently no financial penalty incurred as a result of these false alarms, this may change in future.

Mr Clark set out the future priorities within the Unit, including continued improvements to the risk register and to health & safety incident reporting. It was noted that statutory requirements and other Government / EU regulations will influence the future guidance offered and may impact specifically on activities such as fieldwork and other laboratory related research.

Members discussed the means by which Health & Safety issues, and those concerned with risk in general, are addressed in the new Court



Committee structure, agreeing that there was appropriate Court oversight over management's implementation in these areas. The Senior Governor commended the Unit and those Court members serving on the Assurance Group for their efforts in advancing this work.

## **ii) School of Medicine**

Professor Hugh MacDougall, Dean of the School of Medicine, joined the meeting to provide members with an update on recent developments within the School (summary on file, Court 10/17). The relocation in June from the Bute Medical School to the new Medical & Biological Sciences Building on the North Haugh had been relatively trouble-free, although there remained some problems with the central IT support. It was however noted that the re-siting of the School to the North Haugh, the hub of the University's science campus, had already borne fruit, and Professor MacDougall outlined a prospective AHRC funding bid which had come about from the proximity of researchers from variant but complementary disciplines. The MBS building would be formally opened by Alex Salmond MSP on 12 November.

Although the intake numbers of UG medical students are controlled centrally by the Scottish Government, Professor MacDougall reported on the School's new programme, in conjunction with the University of Edinburgh, to train physicians for practice in the US and Canada. It was also noted that the School will be fully exploiting the world-class facilities which the new building provides, offering, for instance, CPD opportunities for external health services staff.

Future challenges for the School were in attracting and holding on to a high calibre of academic staff, although the interdisciplinary research opportunities which now exist in the new School should help. On a related note, it was predicted that, despite the concentration of vocational based training offered in the School and the higher than average number of teaching fellows and other non-research active staff, an increased number of staff from the School will be submitted to the next REF.

On the issue of fundraising for the new building, a total of just under £10 million (confirmed as £9.016 million) had been raised; this is against a target of £17.5 million. Some thought was now going into establishing an endowment fund for the School.

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

**III. ANY OTHER COMPETENT BUSINESS**

Mr Mervyn Jones commended the recent poster display highlighting the work carried out under the auspices of the Undergraduate Research Internship Programme, noting that the quality of submissions was of an extremely high standard.

**IV. DATE OF NEXT MEETING**

Friday 10 December 2010 at 10.00 am.

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## UNIVERSITY COURT OF ST ANDREWS

AT ST ANDREWS on the 10<sup>th</sup> day of DECEMBER 2010 AT A MEETING OF THE COURT OF THE UNIVERSITY OF ST ANDREWS

**Present:** Mr Kevin Dunion, *Rector (President)*; Mr Ewan Brown, *Senior Governor*; Professor Louise Richardson, *Principal*; Professor Christopher Hawkesworth, *Deputy Principal and Vice-Principal (Research)*; Dr David Erdal, *Chancellor's Assessor*; Mr Owen Wilton, *President, Students' Association*; Ms Siena Parker, *Director of Representation, Students' Association*; Ms Amanda Litherland, *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, Councillor Peter Grant, Mr Mervyn Jones and Dr Mary Popple, *Non-Executive Members*.

**In attendance:** Professor Peter Clark, *Vice-Principal (Proctor)*; 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 Michael Downes, *Director of the Music Centre (for Item II b only)*; Mrs Ester Ruskuc, *Director of Registry (for Item II b only)*; Professor Duncan MacLennan, *Head of the School of Geography & Geosciences (for Item II b only)*.

**Apologies:** Dr Norval Bryson, Mr Peter Cabrelli and Rev Dr Marjory MacLean, *Non-Executive Members*.

### I. REGULAR BUSINESS

#### 1. MEETING MINUTES

##### i) Minute of the Court Meeting held on 15 October 2010

The minute was agreed as a correct record.

##### ii) Court Away Day Report

Members noted the report of the Court Away Day (on file, Court 10/18) held after the last meeting.

#### 2. REPORT FROM THE PRINCIPAL

The Principal expanded on her written paper to members (on file, Court 10/19).

Noting that this meeting was Professor Peter Clark's last as Vice-Principal (Proctor), the Principal paid tribute to Professor Clark on his retirement and thanked him for his lengthy service to the University in a number of high-profile roles. Court members warmly concurred with the Principal's comments and wished Professor Clark a long and happy retirement. The Principal reported that the Proctor's duties would be divided amongst the other Principal's Office members until the Vice-Principal (Governance & Planning) had concluded the Senate efficiency review.

Court members joined with the Principal in commending the efforts of staff in ensuring that the November Graduation ceremonies went ahead despite the challenging weather conditions. Tribute was also paid to members of the University's staff from all areas that had made significant efforts to provide a normal service to students notwithstanding the inclement weather.

In reference to the recent vote to increase tuition fees in England, the Principal reported that clarity on the Scottish situation might not be achieved until after the May 2011 Holyrood elections, although the Government's Green Paper on the future of HE in Scotland, to be published in mid-December, was keenly awaited. As regards St Andrews' overall position on funding matters, the Principal stated that the University was anxious to ensure that it received sufficient funding in order to provide students with the excellent standard of education that has been delivered in the past. Some form of student contribution might very well be required, and there may not be a single funding solution for the Scottish HE sector. One potential avenue the University might wish to explore in future was to recruit above core-funded numbers, allowing an initially small number of students who meet entrance criteria, but have not otherwise secured a place, to pay a higher level of fees for admission to degree programmes, an option currently available to non-EU residents only.

The Principal commended the sabbatical officers for acting as a bridge between University management and the recent student occupiers of Parliament Hall. The Principal noted the potential for more student activism in the future, reflecting the national situation, and possibly a division within the student body, given the varied composition of St Andrews' intake.

The Principal concluded by noting the reputational risk to the University, especially amongst overseas markets, by the media's coverage of swingeing cuts to the UK HE sector. It was reported that the Press Office were devising a strategy to address these.

### **3. AUDIT & RISK COMMITTEE**

#### **i) Minute of Meeting held on 18 November 2010**

Members noted the report of the meeting (on file, Court 10/20).

**ii) Annual Institutional Statement of Internal Subject Review for Academic Year 2009/10**

Court gave retrospect approval to the annual report on internal subject review (on file, Court 10/21).

**iii) ELIR Reflective Analysis**

Subject to further minor amendments, Court approved the Reflective Analysis for the Enhancement Led Institutional Review (on file, Court 10/22) and its onward submission to the QAA.

**4. GOVERNANCE & NOMINATIONS COMMITTEE**

**i) Minute of Meeting held on 5 November 2010**

Members noted the report of the meeting (on file, Court 10/23).

**ii) Saints Sport / Athletic Union Constitution**

Court approved a revised constitution for the Athletic Union (on file, Court 10/24).

**iii) School Constitutions**

Court approved an amendment to the template for School Constitutions (on file, Court 10/25).

**5. REMUNERATION & HUMAN RESOURCES COMMITTEE**

**i) Minute of Meeting held on 9 November 2010**

Members noted the report of the meeting (on file, Court 10/26).

**ii) Incremental Drift**

Members noted a paper (on file, Court 10/27) outlining the increases in pay costs due to incremental drift.

**iii) Casual Contracts Update**

Members noted an update (paper on file, Court 10/28) detailing revised procedures for processing casual contracts and the resulting efficiency benefits.

**iv) Staffing Statistics**

Members noted a paper (on file, Court 10/29) profiling the University's FTE numbers, particularly with reference to the need for reconciliation between HR figures and those reported in the year-end financial accounts.

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

Members noted the report of the meeting (on file, Court 10/30) held on 11 October 2010.

## **7. GENERAL COUNCIL**

Members noted the report (on file, Court 10/31) of General Council Activities in 2010.

## **8. COURT OFFICE BUSINESS**

Court received the report from the Executive Officer (on file, Court 10/32) 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.3 (Foundation of Chairs). An extension to the tenures of trustees of the University of St Andrews American Foundation, Inc., to 31<sup>st</sup> May 2011 was also approved.

## **9. ACADEMIC COUNCIL**

### **i) Items referred from Meeting of 17 November 2010**

Court received the report of the meeting (on file, Court 10/33) and approved the recommended Honorary Appointments contained therein.

### **ii) Academic Year Calendar**

Court noted Academic Council's approval of a significant change to the academic year calendar beginning in session 2012-13 (paper on file, Court 10/34).

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

### **1. Minute of Meeting held on 9 November 2010**

Members received the minute of the meeting (on file, Court 10/35).

The Senior Governor reported that PARC was still working through issues related to commercialisation / knowledge exchange and that a future report on the University's performance in these areas would be brought to a subsequent Court meeting.

### **2. Annual Review of Academic Fees**

Court approved the recommended Academic Tuition Fees for 2011-12 and indicative fees for overseas students to 2014-15 (paper on file, Court 10/36).

### **3. Annual Review of Student Residential Charges**

Court approved the recommended uplift in residential fees for 2011-12 (paper on file, Court 10/37).

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

Court noted the report for the three months to 31 October 2010 (on file, Court 10/38).

### **5. Cash & Borrowings Update**

Court noted an update on the University's cash and borrowings (paper on file, Court 10/39).

### **6. Financial Planning Update**

Court noted a paper (on file, Court 10/40) providing an overview of UK and Scottish government policy developments in response to the Comprehensive Spending Review. It was agreed that Court would be apprised of the key points of the Scottish Government's Green Paper on HE funding, and its potential implications for St Andrews, soon after its release.

### **7. St Andrews West / Madras**

The Senior Governor outlined the background to the Madras College partnership with Fife Council, to which Court had given general approval in October 2009. The Quaestor & Factor expanded on his written paper (on file, Court 10/41) and apprised members of the changes to the original proposal in the intervening period and the difficulties of bringing key issues to appropriate resolution. Discussion focused on issues of integration, both with University facilities and also within a broader community infrastructure. Members agreed that the fundamental rationale of improved academic linkage between tertiary and secondary education was still achievable; yet it was also recognised that, in order to proceed, there should be other tangible benefits for the University and its facilities, either sport-based or estate-related.

Court strongly recommended that, at the earliest opportunity, senior management seek to meaningfully advance progress with Fife Council on those issues that were causing impasse. It was recommended that key deadlines be set in order to focus minds on a final decision from both parties.

## **b REVIEWS & PRESENTATIONS**

### **1. Students' Association**

Mr Owen Wilton, President of the Students' Association, gave a presentation (summary on file, Court 10/42) outlining the structure and

key operational activities of the Students' Association (SA). Summarising the representational aspect of the SA, Mr Wilton explained the work of the President, the Director of Representation and the Students' Representative Council, and reported on the recent introduction of School Presidents. A brief summary of the social activities and events offered by the Students' Union was also given, with particular emphasis on the high-quality performing arts societies that are run by the student body. Mr Wilton also reported on progress with the SA redevelopment project, which was now progressing to the design stage. Given the significant financial outlay on the redeveloped building, efforts were being made to ensure an appropriate frontward-facing service was in place to support the University's investment, by cutting down on unnecessary bureaucracy and addressing wider issues of customer service and marketing.

Some discussion ensued on increasing the provision of the SA for postgraduate students and those international students who have traditionally not been heavy users of the service. Although it was recognised that postgraduate students do not necessarily feel the need to be represented in the same way as undergraduates (for some, the shorter Masters course means their focus is more on academic rather than social development), it was reported that efforts were ongoing to offer activities that target all student audiences within the University, whatever their background and level of study. For international students, these may take the form of events such as an international week or other cultural celebrations allowing both domestic and overseas students to sample cuisine, music and other aspects of different nations.

## **2. Music Centre**

Dr Michael Downes, Director of the Music Centre, joined the meeting to expand on his written note (on file, Court 10/43). Outlining the Centre's achievements since his Court presentation in December 2008, Dr Downes highlighted both the increase in the performing standards of practical music and the expansion of styles and areas for which tuition is offered. For the academic music programme, there has been an increase in the number of courses offered in conjunction with the School of Philosophical, Anthropological and Film Studies, with a commensurate improvement in uptake. This has been a result of significantly more focused marketing and publicisation of the programmes offered by the Centre. In the near future, it is planned to build on the success of the existing distance learning courses to offer summer school classes and modules on the Evening Degree. The research culture of the Music Centre has also developed, and there are a number of opportunities for interdisciplinary research with other colleagues across the University.

The Music Centre has been instrumental in encouraging professional musicians to St Andrews to perform and teach, a particular coup being the arrival of the Scottish Chamber Orchestra as orchestra in residence. Other community-based initiatives improving town and gown relations



are the Children's Choir (run in conjunction with Fife Council), a new community orchestra and the St Andrews Chorus.

Key future challenges for the Unit included increasing the quality of ensemble work to rival the UK's best university choirs and orchestras. It was also noted that the development of a purpose-built facility outwith the Younger Hall is in the early stages of consideration, which will no doubt shape the future services offered by the Music Centre.

### **3. Registry**

Mrs Ester Ruskuc, Director of Registry, joined the meeting to update members on the work of the Unit (summary on file, Court 10/44). It was noted that the service now offered by Registry was very much shaped by the national context, in that internal customers and external stakeholders increasingly required statistical data ranging from student records to curricular and modular information. This is normally used to measure quality and thereby benchmark the University against its competitors. In itself, reducing such information to a single data point is a considerable challenge and requires collaboration with Schools and other University service units such as IT.

An example of the new-style transcript – the Higher Education Achievement Report (HEAR) - was circulated to members. This focused on recording a student's overall accomplishments during their course of studies, including both academic results and other meritorious activities. Again, the challenge was in introducing systems to record and verify non-credit bearing attainments, such as prizes and other extracurricular activities. Nevertheless, St Andrews has been the first UK university to produce HEARs for a whole graduating cohort, beginning with those who graduated in summer 2010.

Future developments for the Unit involved greater integration with Admissions, to deliver one service to students from their first enquiry / application to graduation. Potential efficiency gains from establishing a complementary work cycle between the two Units were also being usefully explored.

### **4. School of Geography & Geosciences**

Professor Duncan Maclennan joined members to provide an overview of teaching and research initiatives within the School of Geography & Geosciences (summary on file, Court 10/45). An overall aim of the School was for excellence in research, which in turn informs teaching and allows for broad Knowledge Exchange. Recent successes in league tables have converted into an increase in students, with numbers for the Sustainable Development courses particularly buoyant.

In order to maintain the current level of research grant funding, Professor Maclennan reported that the School was looking into means of diversifying from its traditional reliance on Scottish public sector

sources. Channelling the results of applied research into short CPD courses would not only generate income but would also provide a useful source of contacts and knowledge exchange opportunities within the professional and private sector.

Professor MacLennan concluded by briefing members on the recent structural changes within the School, which will improve positive collaboration between its staff. It was also hoped that this would allow for better opportunities in linking with other social scientists within the University.

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

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

Court agreed that Ordinance No.128 ('Employment of Academic Staff') should be considered effective as of today's date.

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

Friday 25 February 2011 at 2 pm.

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## UNIVERSITY COURT OF ST ANDREWS

AT ST ANDREWS on the 25<sup>th</sup> day of FEBRUARY 2011 AT A MEETING OF THE COURT OF THE UNIVERSITY OF ST ANDREWS

**Present:** Mr Kevin Dunion, *Rector (President)*; Mr Ewan Brown, *Senior Governor*; Professor Louise Richardson, *Principal*; Professor Christopher Hawkesworth, *Deputy Principal and Vice-Principal (Research)*; Dr David Erdal, *Chancellor's Assessor*; Mr Owen Wilton, *President, Students' Association*; Ms Siena Parker, *Director of Representation, Students' Association*; Ms Amanda Litherland, *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, Mr Peter Cabrelli, Councillor Peter Grant, Mr Mervyn Jones, Rev Dr Marjory MacLean and Dr Mary Popple, *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*; Professor Alyson Tobin, *Vice-Principal (Learning & Teaching)*; Mr Derek Watson, *Quaestor & Factor*; Dr Gillian MacIntosh, *Executive Officer to the University Court*; Mr Paul Brown, *Director of the Careers Centre (for Item II b only)*; Mr Steve Watt, *Chief Information Officer (for Item II b only)*; Professor Nic Beech, *Head of the School of Management (for Item II b only)*.

### I. REGULAR BUSINESS

#### 1. 600<sup>TH</sup> ANNIVERSARY CAMPAIGN LAUNCH

Court recorded its thanks to all staff from across the University who had worked exceptionally hard to ensure the success of the launch of the 600<sup>th</sup> Anniversary fundraising campaign, which took place immediately prior to this meeting of Court. It was universally agreed that the visit of graduates HRH Prince William and his fiancée Miss Catherine Middleton had been a tremendous occasion with which to begin the University's 600<sup>th</sup> Anniversary celebrations.

#### 2. MEETING MINUTES

##### i) Minute of the Court Meeting held on 10 December 2010

The minute was agreed as a correct record.

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

The Principal expanded on a number of points made in her written report to Court (on file, Court 10/46). In reference to the Senate Efficiency Review, which aims to streamline many routine academic processes, it was noted that the effectiveness of the new structure would be appraised after a period of one year in operation.

Regarding the Madras project, it was noted that significant collaborative educational opportunities were still being usefully explored by both the University and the School. However, on the capital aspects of the project, senior management did not, as yet, have a final recommendation to bring to Court. It was recognised that the time commitments for the University in continuing with negotiations were significant; however, it was acknowledged that this would also be an issue for Fife Council, and that this may assist in bringing discussions to a final resolution.

The Principal tabled and summarised for members the University's response to the Scottish Government's Green Paper on the future funding of the Higher Education sector (paper on file). In broad terms, the University welcomed the Government's recognition of the diversity of the sector and thus the potentially varied funding solutions that could be explored. A key emphasis of the response was that funding should be decentralised and closely linked to student choice, in order for students to benefit from the specific funding associated with them.

It continued to be a matter of concern that there was no timetable for decisions by the Scottish Government on a funding framework that would enable the University to set its priorities and maintain its competitive position.

Although strictly an issue for the Westminster Government, it was reported that the University was also continuing to lobby collectively with others in the sector and beyond against the introduction of stricter immigration rules that could have a very serious impact on overseas recruitment of students and staff.

Following on from the successful 600<sup>th</sup> Anniversary launch, the Principal outlined to Court the projects chosen for inclusion in the fundraising campaign. Discussion focused on the alignment of the projects to the University's strategies in learning and research and with existing capital infrastructure and estate priorities. The Principal reported that the list of projects would be developed into a set of broad themes and ideas for the production of written materials that will be available by the original launch date of June. This would not preclude the inclusion of other projects that were tailored to the particular interests of potential major donors. It was confirmed that a paper on events linked to the anniversary celebrations will be discussed at the next PARC meeting prior to its submission to Court.

#### **4. GOVERNANCE & NOMINATIONS COMMITTEE**

##### **i) Minute of Meeting held on 27 January 2011**

Members noted the report of the meeting (on file, Court 10/47).

##### **ii) Non-Academic Student Complaints & Discipline Policies**

Court approved the revised policies (on file, Court 10/48).

##### **iii) Students' Association Constitution**

Court approved a revised constitution for the Students' Association and an updated Memorandum of Understanding between the Association and the University (on file, Court 10/49).

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

Members noted the report of the meeting (on file, Court 10/50) held on 24 January 2011. The Convener, Mr Peter Cabrelli, reported that, since the Trustees' meeting, The Pensions Regulator had now approved the Scheme's actuarial valuation and (with a few recommendations) the proposed recovery plan.

#### **6. COURT OFFICE BUSINESS**

Court received the report from the Executive Officer (on file, Court 10/51) detailing recent staff changes reported by Human Resources and other Court-related business.

#### **7. ACADEMIC COUNCIL**

Court received the report of the meeting (on file, Court 10/52) and approved the recommended Honorary and External Examiner Appointments contained therein.

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

### **1. Minute of Meeting held on 25 January 2011**

Members noted the minute of the meeting (on file, Court 10/53).

### **2. Commercialisation Update**

Court noted the recommended changes to the committee structure that oversees Knowledge Exchange opportunities within the University (paper on file, Court 10/54). It was expected that the new structure will provide a broader and more coherent forum to lead KE activities across the University as a whole.

### **3. Students' Association Three- Year Rolling Budget**

The President of the Students' Association noted his intention to bring to a future Court meeting a more considered business case for the next few years' operation of the Students' Association, which would take full account of the strategic challenges including those linked to the planned redevelopment of the Union building.

### **4. Draft Ordinance No.129**

Subject to the correction of two minor grammatical errors, Court promulgated in the standard form Draft Ordinance No.129 (Regulation of Foundations, Mortifications, Gifts, Endowments and Bursaries – Use of Surplus Revenue and Amendment of Endowments) (on file, Court 10/55).

## **b REVIEWS & PRESENTATIONS**

### **1. Careers Centre**

Mr Paul Brown, Director of the Careers Centre, joined the meeting to discuss the employability issues facing current students and the strategies being used by the Careers Centre to help meet these challenges (summary on file, Court 10/56).

Gaining work experience, either through internships or conventional extra-curricular employment, was increasingly critical for job-seeking students and the Careers Centre was striving to increase awareness of this requirement, particularly amongst first-year undergraduates. The University itself would be offering twenty work experience placements in a number of their own administrative Units this summer for undergraduate students, this complementing other existing employability initiatives such as the St Andrews Award. In addition, the Careers Centre is working with the Development Office with a view to link in to their alumni database, through which willing graduates can offer advice (and potentially employment opportunities) to St Andrews students entering the job market.

Despite the challenging economic climate, recent data has indicated that, for the 2009 graduating cohort, the unemployment rate reported by DLHE has fallen by c.1.5% and the proportion of students securing full-time work has increased on the previous year's figure. This is likely a cumulative result of an improving service provided by the Careers Centre and the more focused efforts by students towards gaining employment. However, given the depressed economic situation in general, the situation for the current and the future graduating population remains exceptionally demanding, as both the public and private sector cut graduate opportunities.

Challenges ahead lay in the provision of post-study work experience for international students, which will be a critical issue if immigration rules

on visas are tightened. In such an instance, there will likely be increased demand for the Careers Centre to cater for international students' return to their domestic labour market and thus provide information and services directly related to this. As a trial, and in order to better understand overseas labour markets, the Careers Centre will send a representative to work with one of this summer's US recruitment teams to ascertain what parents and employers are specifically seeking from St Andrews graduates.

## **2. IT Services & Business Improvements**

Mr Steve Watt, Chief Information Officer, joined the meeting to apprise members of recent developments within IT Services and Business Improvements (summary on file, Court 10/57).

Mr Watt outlined the significant investment that has been made in improving basic IT infrastructure within the University, with the new Data Centre on Butts Wynd providing increased service resilience, data security and utility savings. It was recognised that a second data facility (whether internal or external to the University) should be identified for future development, in order to provide appropriate back-up processes and business continuity for the University's data.

In general, a rolling programme of replacement for legacy infrastructure is being followed, although there is an expectation that certain services offered in the future could be realised via outsourced solutions or in collaboration with other educational establishments either locally or nationally. Both the staff and student email and calendar systems have now been outsourced, a service which provides technical support and hosting in addition to regular software refreshes. Members praised the new Unimail for staff, noting its improvement over the previous email system. It was recommended that, if more services are to be outsourced in the future, that the new operational structure within IT Services takes account of this and has the appropriate staff to manage such contracts.

It was recognised that both Units are currently undergoing a process of restructuring, to be completed by the summer of 2011, which will see the integration of both functions into one Unit. Other challenges that will be faced in the near future for the newly reorganised Unit is in continuing the 'e-enablement' of many of the University's business processes, such as supporting a fully online UCAS application process and in providing IT solutions to a number of key administrative tasks, such as online timetabling and room booking. The Unit will increasingly need to cater for a fully connected campus, including enhanced support for mobile devices for students and staff, improved student printing options, wireless access in University-owned residences, and for the roll-out of certain features to alumni, such as a lifelong 'st-andrews.ac.uk' email address.

### **3. School of Management**

Professor Nic Beech, Head of the School of Management, joined the meeting to expand on his written presentation summary (on file, Court 10/58).

Professor Beech began by summarising the major strategic changes that had taken place within the School in the past eight months. These have sought to improve the general leadership style within the School and enhance the overall levels of staff engagement to create a team-orientated culture, this being reflective of trends in research within the discipline as a whole.

Given that the School is small in comparison with other business schools in analogous institutions, it was planned that both teaching and research should follow a focused strategy specialising in the broad theme of responsible enterprise. This will cut across traditional subject boundaries and provide the opportunity to engage with management practice in a more realistic way. Within this overarching theme of responsible enterprise five smaller subject areas will be followed: organisations and society; knowledge and practice; ethics, sustainability and accountability; financial institutions and markets; and cultural and creative industries. Both staff and students will coalesce around these hotspots, developing related publications, research funding bids, PGR student concentration, MLitt programmes, and contribution to a reformed undergraduate programme of teaching. Immediate challenges lay in getting all staff to support the new direction of the School, increasing collaboration between academics to create new opportunities for research and for increasing PGR numbers.

The Senior Governor thanked each of the presenters for providing members with further helpful insights into each of their areas.

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

The student sabbaticals briefly summarised for Court members Fife Council's proposal to limit student housing in the centre of St Andrews by enforcing a moratorium on 'House of Multiple Occupancy' (HMO) licences. Given the significant implications this would have for the student rental market, it was noted that this was an issue on which the University might wish to comment publicly, since the proposal was at the consultancy phase. In the first instance, Councillor Peter Grant offered to meet with the sabbaticals and the Rector to discuss students' concerns.

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

Friday 13 May 2011 at 1.00 pm.

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## UNIVERSITY COURT OF ST ANDREWS

AT ST ANDREWS on the 13<sup>th</sup> day of MAY 2011 AT A MEETING OF THE  
COURT OF THE UNIVERSITY OF ST ANDREWS

**Present:** Mr Kevin Dunion, *Rector (President)*; Mr Ewan Brown, *Senior Governor*; Professor Louise Richardson, *Principal*; Professor Christopher Hawkesworth, *Deputy Principal and Vice-Principal (Research)*; Dr David Erdal, *Chancellor's Assessor*; Mr Owen Wilton, *President, Students' Association*; Ms Siena Parker, *Director of Representation, Students' Association*; Ms Amanda Litherland, *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, Councillor Peter Grant, Mr Mervyn Jones, Rev Dr Marjory MacLean and Dr Mary Popple, *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 Alyson Tobin, *Acting Vice-Principal (Learning & Teaching)*; Mr Andy Goor, *Finance Director*; Dr Gillian MacIntosh, *Executive Officer to the University Court*; Mr Niall Scott, *Director of Corporate Communications*; Mr Patrick O'Hare, *President-Elect, Students' Association*; Mrs Lesley Duncan, *Director of Procurement (for Item II b only)*; Professor Rod McCrorie, *Head of the School of Economics & Finance (for Item II b only)*.

**Apologies:** Sir Anthony Bagnall, *Non-Executive Member*.

### I. REGULAR BUSINESS

#### 1. WELCOME

The Rector welcomed Mr Patrick O'Hare, President-Elect, Students' Association, who was attending this meeting of Court in the capacity of an observer, and Mr Andy Goor, Director of Finance, who was in attendance at his first meeting of Court.

#### 2. MEETING MINUTES

##### **Minute of the Court Meeting held on 25 February 2011**

The minute (on file) was agreed as a correct record.

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

The Principal expanded on her written report (on file, Court 10/59), updating members on a number of initiatives underway across the University.

It was reported that the University has successfully become the first UK member institution to be permitted to employ the US Common Application, which will enhance the admissions process for US applicants, and will likely lead to an increase in the numbers of American students applying to St Andrews, though it will reduce the acceptance rate of those who do. Related to student recruitment, the vacant position of Director of Admissions will shortly be advertised.

The Principal outlined the preparations being made for the 2014 Research Excellence Framework and it was agreed that, at a future meeting, Court would be provided with an update on the outcome of the strategic reviews undertaken in a number of Schools after the last RAE, specifically as to how the Schools concerned had each responded to the review recommendations.

In reference to the Senate Efficiency Review, it was noted that the expected efficiency gains made as a result of its implementation would be in staff time rather than significant financial savings. However, there was substantial potential for introducing improved processes across a number of routine administrative tasks, utilising IT innovations and standardising procedures for basic academic tasks such as module approval and other regular student business.

In reference to this year's June Graduation week, the Principal reported some changes to the current structure and that a number of additional events linked to the 600<sup>th</sup> Anniversary would coincide with the usual ceremonies, such as a series of lectures given by honorands, a concert and a number of celebratory events over the reunion weekend.

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

Members noted the report of the meeting (on file, Court 10/60) held on 17 March 2011. In reference to the consultation process followed in the lead up to Special Collections' move to the Library Store, the Convener confirmed that the risk element surrounding the decant had been thoroughly considered by the Committee. The Deputy Principal noted that the relocation process was now almost complete and had progressed satisfactorily to this final stage.

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

#### **i) Minute of Meeting held on 19 April 2011**

Members noted the report of the meeting (on file, Court 10/61).

The Committee's recommendation to Academic Council (for Senate) for the introduction of a minimum voting threshold in this year's Rectorial Election was discussed. It was reported that the procedures surrounding the Rector's election, including the nomination process for candidates, regulation of campaigning activities and the form of the ballot, were currently being revised by a working group with a view to encouraging a robust, strongly contested election with maximum student participation. It was recognised that St Andrews currently leads the sector in student turnout for Rectorial elections (c.25% for the last election), and the proposed improvements to election procedures, specifically the introduction of an online ballot, are aimed at enfranchising a larger number of eligible students, such as those studying abroad or unable to physically vote in person. As a number of measures are thus already underway to increase student engagement, Court expressed the view to Academic Council that a minimum threshold of students voting not be introduced for the Rectorial election to be held in October 2011.

Court approved that the voting period for the 2011 Rectorial election should run from Wednesday 26 October to Friday 28 October 2011, with the nomination period being Monday 10 October to Wednesday 12 October 2011.

The Vice-Principal (Governance & Planning) notified members that the Committee's recommended additions to the text of the draft Ordinance related to the election of the Chancellor and General Council Assessors were currently subject to review by the University's legal adviser and that it might not be possible to implement all the proposed clauses. The revised Ordinance, taking account of this legal opinion, would be brought to a future Court meeting for promulgation.

## **ii) Assessors and Terms of Office on the University Court**

Members approved a paper (on file, Court 10/62) outlining a number of clarifications to be adopted in reference to the terms of office of assessors on Court.

## **iii) Court Effectiveness Review 2011**

Members noted the responses (summary paper on file, Court 10/63) to the recent Court Effectiveness Review. It was agreed that, if Court should agree to a reduction of its meetings from five to four annually, that the powers of the Extraordinary Committee that functions in the interval between Court meetings should be reviewed to ensure it can accommodate the longer interval between meetings.

**iv) Nominations for the Board of Trustees & Officers of the American Foundation, Inc.**

Court approved the recommended extensions and new appointments to the Board and Trustees of the American Foundation, Inc. (paper on file, Court 10/64).

**6. REMUNERATION & HUMAN RESOURCES COMMITTEE**

Members noted the report of the meeting (on file, Court 10/65) held on 25 February 2011.

**7. GENERAL COUNCIL BUSINESS**

Court received without comment a report (on file, Court 10/66) of recent business conducted by the General Council.

**8. COURT OFFICE BUSINESS**

Court received the report from the Executive Officer (on file, Court 10/67) detailing recent staff changes reported by Human Resources and other Court-related business. In doing so, Court promulgated in the standard form draft Resolution 2011 No. 1 (Award of Postgraduate Degrees, Postgraduate Diplomas and Postgraduate Certificates) and draft Resolution 2011 No. 2 (Award of Graduate Diplomas and Graduate Certificates).

**9. ACADEMIC COUNCIL**

Court received the report of the meeting (on file, Court 10/68) and approved the recommended Honorary and External Examiner Appointments contained therein. Academic Council's approval of the date of the 2011 Rectorial Election was noted.

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

**1. Minute of Meeting held on 19 April 2011**

Members noted the minute of the meeting (on file, Court 10/69).

The Vice-Principal (Governance & Planning) reported that the USS Joint Negotiating Committee had recently approved (on the casting vote of the chair) the proposed changes to the USS pension scheme, including those modifications put forward by the employers. The date of implementation of these changes was however still to be announced. The resulting potential for industrial action by the trade unions was noted.

Members were provided with an update on the performance of the University's investment fund managers over the last quarter.

## **2. Higher Education Funding**

Court discussed the issues surrounding sector funding within the UK and the policy variances between the devolved administrations and Westminster. It was recognised that, although the result of the Scottish Parliament elections are now known, further clarity was still awaited on the key issues of potential fees charged to students studying in Scotland, and on the anticipated funding gap between Scottish institutions and their fee-charging competitors in England.

The differentiated nature of the Scottish HE sector may make a single Scottish solution difficult to achieve. It was agreed that, should the funding gap not be reduced by external measures, the University may have to exploit additional revenue streams to subsidise domestic students, such as increasing international student numbers. It was however recognised that to do so would involve revisiting a number of the University's core strategic priorities. It was agreed that the next Court meeting should revisit the subject of sector funding, pending further certainty on the political climate surrounding the issue as a whole.

It was also agreed that the subject of widening access should be included in the next Court Away Day.

## **3. SFC Main Grant Letter**

Members noted the SFC grant letter for 2011-12 (on file, Court 10/70).

## **4. Comparison with Peers**

Members noted the data comparing the University with its peers (on file, Court 10/71).

## **5. Summary Financial Report to 31 March 2011**

Court noted the report for the eight months to 31 March 2011 (on file, Court 10/72), which showed that financial performance to date was in line with forecasted targets.

## **6. Capital Projects Update**

The Quaestor & Factor updated members on a number of capital projects underway (summary on file, Court 10/73).

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

It was reported that the business case for the Guardbridge energy facility was currently being compiled, prior to going to market for a

specialist partner in September 2011. Once complete, this will enable decisions to be made as to the potential uses of the rest of the site. The issues necessary for effective governance of the project were being addressed by the Quaestor, as recommended by PARC.

## **7. 600<sup>th</sup> Anniversary Events Programme & Development Update**

Court approved the proposed 600<sup>th</sup> Anniversary Events programme and related budget (on file, Court 10/74). It was reported that press material for the 600<sup>th</sup> Anniversary celebrations would shortly be released into the public domain.

### **b REVIEWS & PRESENTATIONS**

#### **1. Finance**

Mr Andy Goor, Director of Finance, gave a presentation to Court (summary on file, Court 10/75) on a number of initiatives underway within Finance. Restructuring of certain functions and the relocation of staff to improve connectivity with colleagues working in analogous areas were both aimed at improving efficiencies and streamlining a number of financial processes. Given the funding climate, and the likelihood of reduced income from established funding streams, it was vital for the University to improve many of its routine administrative processes to provide best value for money. The value of the Lean process was recognised by Court in such areas.

In order for the University to continue its programme of capital investment, specifically in those areas that seek to improve the student experience (such as residential accommodation, sport and library facilities), the continuance of an annual surplus must be maintained, and this will be an active financial target pursued by the new Director.

#### **2. Procurement**

Mrs Lesley Duncan, Director of Procurement, joined the meeting to update members on the work of the Unit (summary on file, Court 10/76). Focussing on the risks and challenges faced by the Unit, Mrs Duncan outlined a number of initiatives aimed at embedding proper procurement practice across the University, such as the buyer network that operates across Schools and Units. This has improved issues of legal and contract compliance, implementation of proper financial operating procedures, and attainment of best value for money. The continued and expanded use of electronic tools, especially for processes such as tendering and purchasing, has saving potentials in both time and money. Thus, new methods for tackling onerous manual processes are being rolled out across the University as a whole.

Procurement also regularly analyses the University's sourcing strategy, focused on major areas of spend in IT, Estates, RBS and the Library,

with a view to targeting opportunities for future savings. In doing so, it has become increasingly important at recognising what is best for the University's own unique needs, rather than following a simple route to find the cheapest supplier. Related to sourcing are issues of ethical and sustainable investment, which is currently a part of the process but one that could be further improved.

### **3. School of Economics & Finance**

Professor Rod McCrorie, Head of the School of Economics & Finance, joined the meeting to speak to his written presentation summary (on file, Court 10/77). Beginning with a brief history of the School's development since its establishment in 2004, Professor McCrorie outlined the current composition of the School with regard to staff and student profile and also its research strengths. The School faces a number of challenges in improving its performance in areas such as the REF, which were now being tackled on a number of fronts. These included making a number of influential appointments that would, in turn, improve the standard and number of PGR students and also the type of courses that could be offered at PGT level. Recent research grant success in the field of Macroeconomics, and development of the speciality of Microeconomics via a number of key appointments, give cause for optimism in the run up to the 2014 REF. Challenges for the School included the retention of top-quality staff, the development of doctoral training provided in-house for PhD students, and the recruitment of PGR students to add to current staff research interests.

The Senior Governor thanked each of the presenters for providing members with helpful insights into each of their areas.

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

The Rector thanked the departing sabbaticals, Mr Owen Wilton and Ms Siena Parker, who were both attending their last meeting. Court acknowledged the valuable contributions of the sabbaticals over the past year and wished them both well for the future.

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

Friday 1 July 2011 at 10 am.

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## UNIVERSITY COURT OF ST ANDREWS

AT ST ANDREWS on the 1<sup>st</sup> day of JULY 2011 AT A MEETING OF THE COURT OF THE UNIVERSITY OF ST ANDREWS

**Present:** Mr Kevin Dunion, *Rector (President)*; Mr Ewan Brown, *Senior Governor*; Professor Louise Richardson, *Principal*; Professor Christopher Hawkesworth, *Deputy Principal and Vice-Principal (Research)*; Dr David Erdal, *Chancellor's Assessor*; Mr Patrick O'Hare, *President, Students' Association*; Mr Sam Fowles, *Director of Representation, Students' Association*; Ms Amanda Litherland, *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, Councillor Peter Grant, Mr Mervyn Jones, Rev Dr Marjory MacLean and Dr Mary Popple, *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*; Dr Gillian MacIntosh, *Executive Officer to the University Court*; Mr Stephen Stewart, *Director of Sport & Exercise (for Item II b only)*; Dr Chris Lusk, *Director of Student Services (for Item II b only)*.

**Apologies:** Sir Anthony Bagnall, *Non-Executive Member*.

### I. REGULAR BUSINESS

#### 1. WELCOME

Mr Patrick O'Hare, President of the Students' Association, and Mr Sam Fowles, Director of Representation, Students' Association, were both welcomed by the Rector to their first meeting as full members of Court.

#### 2. MEETING MINUTES

##### **Minute of the Court Meeting held on 13 May 2011**

The minute (on file) was agreed as a correct record.

#### 3. REPORT FROM THE PRINCIPAL

The Principal expanded on her written report (on file, Court 10/78). In reference to the recent Scottish Government announcement on the proposed changes to HE funding, it was noted that any sector redistribution mechanism for central funding that had been applied to Rest of the UK



students (RUK) was still to be confirmed, and that the University was continuing to seek clarification on this matter.

With regard to Madras, the Principal updated members on the continuing discussions with Fife Council about the one outstanding issue. Court expressed considerable frustration over the protracted negotiations, noting that the University's position has remained unaltered since Court gave its approval for the project to proceed.

In reference to the recently completed promotions round, the Principal confirmed that the new process of interviews had worked better than in the past, both from the point of view of senior management and the candidates themselves. The number and costs of promotions were provided to Court.

The Principal congratulated all staff who were involved in the successful Graduation week, noting that this year's expanded programme of events, encompassing also a number of 600<sup>th</sup> Anniversary-related lectures and celebratory dinners, had been an ambitious undertaking but one that had been ably tackled by a wide range of staff from various Schools and Units across the University. Additionally, it was agreed that a statement to staff, in the name of the Rector and Senior Governor, should be issued, communicating Court's gratitude for the very considerable work that had gone into making Graduation week a special occasion for students and their parents.

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

##### **i) Minute of Meeting held on 7 June 2011**

Members noted the report of the meeting (on file, Court 10/79).

Some concern was expressed as to whether the governance of the University could be adversely affected by releasing internal audit reports in response to FOI requests, although it was clear that such requests would have to be dealt with on a case-by-case basis. On the related issue of whether the University's subsidiary companies will be required to proactively disclose potentially commercially-sensitive information under the new Model Publication Scheme, it was suggested that the sector might usefully discuss a common approach on this issue, given that the concerns stated would be applicable to many HE institutions.

The Convenor confirmed that the Committee would be monitoring at upcoming meetings the issue of statutory annual tests of evacuation drills within shared buildings, to ensure that the future participation rate met that recommended within the relevant national guidelines.

The Quaestor & Factor confirmed that, in addition to the training on the Bribery Act 2010 provided to the Audit & Risk Committee at its last meeting, key staff from those areas of the University's business flow that may be

exposed to such risk are to be briefed by the external auditors Ernst & Young on the fundamental details of the new legislation.

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

On recommendation from the Audit & Risk Committee, members approved without further amendment the revised Standing Financial Instructions (on file, Court 10/80).

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

#### **i) Minute of Meeting held on 9 June 2011**

Members noted the report of the meeting (on file, Court 10/81).

#### **ii) Staff Development & Organisational Development Plan**

Members noted a paper (on file, Court 10/82), summarising the recent restructuring within Staff Development and its merger with SALTIRE and GRADSkills.

### **6. COURT OFFICE BUSINESS**

Court received the report from the Executive Officer (on file, Court 10/83) detailing recent staff changes reported by Human Resources and other Court-related business. In doing so, Court gave final approval to draft Resolution 2011 No. 1 (Award of Postgraduate Degrees, Postgraduate Diplomas and Postgraduate Certificates) and draft Resolution 2011 No. 2 (Award of Graduate Diplomas and Graduate Certificates).

### **7. ACADEMIC COUNCIL**

#### **i) Items referred from Meeting of 15 June 2011**

Court received the report of the meeting (on file, Court 10/84) and approved the recommended Honorary and External Examiner appointments contained therein.

#### **ii) Review of Academic Processes: Delegation of Powers**

Court noted a new scheme of delegation (on file, Court 10/85) for Senate and its committees, including Academic Council.

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

### **1. Minute of Meeting held on 9 June 2011**

Members noted the minute of the meeting (on file, Court 10/86).

## **2. Scottish Government Funding Strategy**

The Senior Governor initiated a strategic discussion on recently announced government proposals for sector funding, HE governance and the potential implications for St Andrews (summary on file, Court 10/87). It was noted that two public consultations were currently underway: the first on proposals to change the way student tuition fees are applied to those who live in the rest of the UK (RUK); the second, a review panel to consider the issue of University governance in Scotland. It was recognised that the expected timelines (for the fee issue in particular) would be challenging, since UCAS required general information on future fee levels by mid-July, though the Scottish Government's consultation on its funding proposals would not close until 21 September 2011.

Given that Scottish proposals on fees to be charged to RUK students were still relatively nascent, discussion followed on the means by which the fee environment south of the border would impact on Scottish universities, their recruitment of RUK students and on the traditional four-year degree programme common to Scottish institutions. It was recognised that the increased marketization of universities in England, where students may increasingly behave as consumers seeking, among other attributes, best value for money, would inevitably impact on student recruitment issues UK wide. It was agreed that St Andrews should prepare to issue the comparative data that will appear in the proposed 'best-buy' tables of English universities, given many of its competitor institutions will be ranked by this method.

It was agreed that, whilst the University awaited firm assurances of the Scottish Government's proposals for funding of the sector, the Quaestor & Factor should produce a number of financial models to take account of the various propositions being discussed, to include variables in the student geographical profile, length of degrees offered, scholarship provision and tuition fee income.

In reference to the recently announced review into Scottish University governance, it was noted that current oversight arrangements varied within the sector, reflecting the historic separation between ancient and newer universities. It was not clear whether one solution for all across the sector was being proposed; nor was it apparent at this early stage as to what the mechanism of accountability to the Funding Council would be if existing arrangements were altered. It was hoped that further information would be provided as the review panel began its work.

## **3. Financial Planning 2011/12 to 2013/14**

Court endorsed the proposed financial strategy for the University and approved the financial plan for the period 2011/12 to 2013/14 (on file, Court 10/88) for its submission to the Scottish Funding Council.

#### **4. Long-Term Debt Arrangements**

Court noted a summary paper (on file, Court 10/89) outlining the University's long-term borrowings, the main loan covenants and the repayment profile as delineated within the long-term financial plan. It was recommended that future summaries to Court be augmented with income sensitivity adjustments.

#### **5. Summary Financial Report to 30 April 2011**

Court noted the summary financial report (on file, Court 10/90) and received a verbal update on recent financial performance from the Quaestor & Factor.

#### **6. University League Table Performance**

The Deputy Principal introduced a summary paper (on file, Court 10/91) outlining the University's recent rankings in both UK and World league tables. Discussion focused on the strategic direction that the University should pursue with regard to its future ambitions for improving its standings. It was agreed that, despite the University's international student composition, UK league tables were a crucial point of reference, and one that international students used to gauge the attractiveness of the UK market. In the recent past St Andrews has done well in UK rankings but could not be complacent, since competitor institutions were now closing the gap.

Given that reputational data is less quantifiable than teaching and research results, and that this is particularly significant in World university rankings, it was agreed that improved 'messaging' could pay significant dividends. It was noted that increased publicity for those areas that the University excels in – such as its recognised excellence in teaching and student experience – would be possible without major investment. Events such as Graduation and research-based workshops could receive focused publicity with a view towards increasing awareness of the University's achievements at both a UK and global level. Such publicity need not only be focused on student recruitment, but should also seek to engage industry and commercial partners with a view to increasing graduate employability and research opportunities.

#### **7. Frequency of Court Meetings**

Members approved a revised schedule of meeting dates (on file, Court 10/92) for Court and its Committees from 2011/12 to 2013/14.

## **b REVIEWS & PRESENTATIONS**

### **1. Department of Sport & Exercise**

Mr Stephen Stewart, Director of the Department of Sport & Exercise, joined the meeting to brief members on developments within his Unit (summary on file, Court 10/94). Mr Stewart outlined the various investments that had been made to enhance the opportunities for staff, students and the local community to engage in sport and exercise. A significantly improved relationship between the Unit and the student-led Athletic Union had paid dividends, with an increase in student clubs from 53 to 63. Mr Stewart summarised a number of external initiatives spearheaded by the Unit, including its outreach activities with local schools and also the use of the University's sporting facilities as a training camp by a number of professional football and rugby clubs. The latter also brought financial benefits to Residential & Business Services via accommodation and catering bookings.

Future challenges for the Unit lay in providing for a varied student body with diverse sporting tastes, such as water polo and Ultimate frisbee. Continued improvements in traditional sports such as football, rugby, tennis and golf were also being pursued, and each had the benefit of a specific Director of Sport responsible for advancement in these areas. It was hoped that the proposed capital investment into the University's sports facilities would allow for an improvement in service and in sport provision overall. Participation rates for students were estimated to be c.55-60%, which had the potential to improve with the redevelopment of the Sports Centre.

### **2. Student Services**

Dr Chris Lusk, Director of Student Services, presented to Court a summary of the recent activities and initiatives spearheaded by the Unit (paper on file, Court 10/95). Given that the Unit underpins the core University business of teaching and learning, and is operationally responsible for the delivery of the non-academic student experience, one central front-facing point of information had been created in the form of the Advice and Support Centre (ASC). Student usage and satisfaction with the new service has been high, leading to an overall increase in the number of student consultations dealt with by the Unit as a whole. Satisfaction rates have remained above-average when measured with both UK and worldwide rankings for similar facilities.

A proactive approach to welfare and discipline has seen an overall reduction in the number of cases of this nature, although the complexity of those remaining has increased. An increased sense of collegiality in halls, combined with improved wardennial support in a number of the larger student residences, has been beneficial in dealing with individual issues of student well-being, with additional gains in the overall sense of

a positive student experience for those studying and living at the University.

Future challenges for the Unit lay in the continued centralisation of student support services, in order to provide physical proximity between many of the disparate services and staff that come under the umbrella of the Unit.

The Senior Governor thanked both presenters for their insightful presentations.

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

Court expressed disappointment at the absence of the Head of the School of Modern Languages from this meeting but noted the contents of the planned presentation (summary on file, Court 10/93).

Court joined with the Rector in thanking Mrs A Kay Blair, Non-Executive Member, who had resigned as a member, and Dr Claire Whitehead, who had come to the end of her term as Senate Assessor, for their service on Court, and wished them both well for the future.

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

The next scheduled meeting will be held on Friday 14 October 2011 at 10am, to be followed by the Court Away Day. It was noted however that a specially convened Court meeting, to approve RUK tuition fees, will be held on 9 September 2011 at 9.30am.

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