

## UNIVERSITY COURT OF ST ANDREWS

AT ST ANDREWS on the 19<sup>th</sup> day of OCTOBER 2012 AT A MEETING OF THE COURT OF THE UNIVERSITY OF ST ANDREWS

**Present:** Mr Alistair Moffat, *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 Freddie fforde, *President, Students' Association*; Ms Amanda Litherland, *Director of Representation, Students' Association*; Ms Chloe Hill, *Rector's Assessor*; Dr Natalie Adamson, Professor Frances Andrews, Professor Andrew Mackenzie and Dr Susie Whiten, *Senate Assessors*; Dr Alison Sandeman, *Non-Academic Staff Assessor*; Sir Anthony Bagnall, Dr Norval Bryson, Sir John Elvidge, Mr Mervyn Jones, Rev Dr Marjory MacLean, Dr Mary Pople and Dame Anne Pringle, *Non-Executive Members*.

**In attendance:** Mr Stephen Magee, *Vice-Principal (External Relations)*; Professor Lorna Milne, *Vice-Principal (Proctor)*; Professor Ronald Piper, *Vice-Principal (Governance & Planning)*; Professor Neville Richardson, *Master of the United College*; Mr Derek Watson, *Quaestor & Factor*; Mr Andy Goor, *Finance Director*; Dr Gillian MacIntosh, *Executive Officer to the University Court*; Mr Robert Fleming, *Director of Development* (for Item II a only); Dr Michael Downes, *Director of the Music Centre* (for Item II a only); Professor Derek Woollins, *Head of the School of Chemistry* (for Item II a only).

**Apologies:** Mr Nigel Christie, *General Council Assessor*; Mr Nigel Morecroft, *Non-Executive Member*.

### I. REGULAR BUSINESS

#### 1. WELCOME

The Rector welcomed Professor Frances Andrews, Mr Freddie fforde, Ms Amanda Litherland and Ms Chloe Hill to their first meeting as members of Court.

#### 2. MINUTE OF THE COURT MEETING HELD ON 14 JUNE 2012

Subject to a minor amendment to the wording of the section describing the Estates Unit presentation, the minute (on file) was agreed as a correct record.

#### 3. COURT MEMBERSHIP, 2012-2013

In consequence of the various membership changes to Court over the summer vacation period, members noted the Court membership list (on file, Court 12/01) for the forthcoming academic year.

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

The Principal expanded on her advance written report (on file, Court 12/02). Outlining the various circumstances that are thought to account for the current unplanned vacancies in the residential system, the Principal confirmed that it was likely that a robust but fair deposit system would henceforth be introduced for students seeking to take-up the offer of University accommodation for the forthcoming academic session.

The Principal provided an update to Court on the results of this year's academic promotions process, the University's recent league table performance, and on town/gown news in relation to the siting of a new Madras school, the refurbishment of Martyrs Kirk and the ongoing planning application for the proposed Kenly wind farm development.

#### **5. AUDIT & RISK COMMITTEE**

##### **i) Minute of Meeting held on 4 October 2012**

Members noted the report of the meeting (on file, Court 12/03).

##### **ii) Financial Statements, 2011-2012**

The Finance Director presented for consideration and final approval the University's audited financial statements for the twelve months to 31 July 2012 (on file, Court 12/04). The Finance Director summarised for members the year-end result, noting the generally positive outcome achieved in the challenging context of reduced government funding, continuing pressures on liquidity and a generally poor overall UK economic outlook.

Pending two minor amendments to the wording of management's accompanying letter of representation to the external auditor, Court approved the 2011-12 financial statements as tabled.

##### **iii) Audit & Risk Committee Annual Report, 2011-2012**

Members noted the Committee's annual report of its activities (on file, Court 12/05).

Following discussion by members as to what information the Audit & Risk Committee should periodically transmit to Court (specifically on matters that are currently delegated to the Committee but which in governance terms - such as health and safety - are of board-level responsibility), it was agreed that the annual reports the Committee receives from its reporting assurance groups be henceforth provided to Court as a means of prompting periodic discussions at Court level. It was additionally recommended that the Audit & Risk Committee considers whether its annual report to Court should better reflect the key issues considered by the Committee during the year, with a particular focus on matters that had been identified as high risk for the

institution. The Convenor confirmed that the Committee is empowered to escalate to Court, at any point during the year, any matter for immediate attention. It was additionally noted that Court receives a full report of the Committee's business through the regular reporting of its minute and that any issue mentioned therein can be queried or clarified by Court members.

The Senior Governor noted the intention for Court to have a session on the purpose and role of internal audit (discussed and agreed through the Audit & Risk Committee) for delivery at a future Court meeting, as suggested by a number of Court members during the recent effectiveness review meetings.

#### **iv) ELIR Year-On Report**

Court approved the update report (on file, Court 12/06) for submission to the SFC.

#### **v) Statement of Internal Subject Review**

Court approved the annual report of internal subject review (on file, Court 12/07) for routine submission to the SFC.

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

#### **i) Minute of Meeting held on 6 July 2012**

Members noted the report of the meeting (on file, Court 12/08), and received clarification from the President of the Students' Association regarding his recorded statement on the process of the appointment of the Rector's Assessor. It was confirmed by the Rector that, for the recent appointment of Chloe Hill, the role had been advertised to all matriculated students, a shortlist compiled and interviews held. It was noted that the general processes surrounding the appointment of the Rector's Assessor would be reviewed at the next meeting of the Committee.

#### **ii) Court Effectiveness Review 2012**

Members noted the summary evaluative report (on file, Court 12/09) from the Senior Governor following his one-to-one review meetings.

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

Members noted the report of the meeting (on file, Court 12/10) held on 9 July 2012.

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

Members noted the report of the meeting (on file, Court 12/11) held on 15 June 2012.

## **9. ACADEMIC COUNCIL**

Members noted the report of the meeting (on file, Court 12/12) held on 26 September 2012.

## **10. COURT OFFICE BUSINESS**

Court received the report from the Executive Officer (on file, Court 12/13) detailing recent staff changes reported by Human Resources and other Court-related business. In doing so, Court promulgated Draft Resolution 2012 No.2 (Foundation of Chairs).

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

### **1. Minute of Meeting held on 25 September 2012**

Members noted the minute of the meeting (on file, Court 12/14).

The Quaestor provided members with an update on progress towards identifying the build / supply options for the ongoing Guardbridge development. With reference to the recent acquisition of Martyrs Kirk to provide additional library and postgraduate reader space, the Deputy Principal outlined the potential timeframe for the church's redevelopment and further long-term plans for housing part of Special Collections.

### **2. Draft SFC Outcome Agreement**

Members discussed the draft agreement recently negotiated with the SFC (on file, Court 12/15), which was now presented to Court for approval as a condition of grant. Members debated the Funding Council's targeted areas identified in this current round of negotiations and how these imperfectly corresponded to existing strategic priorities for the University. It was agreed that the overall process did not adequately recognise the diversity of Scotland's Higher Education sector nor fully address the particular strengths of individual institutions. Noting that full governing-body involvement in the process had been considerably constrained by the timings of the negotiations (held over the summer vacation period) and the requirement for the final agreement to be in place at the start of the current academic session, members agreed that the means by which the present agreement had been developed could be thought to be deficient in governance terms. It was agreed that these concerns should be communicated to the SFC for the new round of negotiations.

Court approved the proposed SFC outcome agreement for academic year 2012-13.

### **3. Annual Review of Institutional KPIs**

Members noted the yearly review (on file, Court 12/16) of the University's performance towards meeting the various institutional measurements mapped to the current iteration of the strategic plan, and received commentary on those that are behind target.

#### **b REVIEWS & PRESENTATIONS**

##### **1. Development**

Mr Robert Fleming, Director of Development, gave a presentation (summary and related hand-out on file, Court 12/17) on recent philanthropic initiatives linked to the ongoing 600<sup>th</sup> anniversary fundraising campaign, commenting positively on increased year-on participation rates amongst alumni (in both annual and individual giving) and in improved parent involvement over the past year. Other issues discussed by members included the focus on a smaller number of campaign priorities, re-engaging the academic community in the 600<sup>th</sup> anniversary celebrations, and on improving the standard of centrally-held data on prospects and major-gift opportunities.

##### **2. Music Centre**

Dr Michael Downes, Director of the Music Centre, spoke to members of a number of recent activities and initiatives taken forward by his unit (presentation summary on file, Court 12/18). In addition to the continuing success of St Salvator's Chapel Choir, it was noted that the University's orchestra and opera group were also achieving high standards, performing for the local community and touring throughout Scotland. Additionally, the Centre continues to offer informal, all-ability participation opportunities for students and the public, including through the large St Andrews Chorus. Members discussed the opportunities for integrating music with the degree programme (including at honours level), with the potential for developing a research culture and interdisciplinary links with other arts subjects.

##### **3. School of Chemistry**

Professor Derek Woollins, Head of School, gave a presentation on the teaching and research strengths of the School (summary and related hand-out on file, Court 12/19). Discussion focused on the ongoing research within the School on the prevailing issues of energy storage / conversion and catalysis, the ambition being the eventual establishment of an Energy and Innovation Centre to assist in developing commercial solutions to support future energy supply systems. It was recognised that the creation of such a centre would additionally assist the University's own capital schemes involving energy efficiency and supply options. Additional discussion surrounded the School's longstanding

research pooling arrangement with the University of Edinburgh (EaStChem), which, by the number of staff involved and facilities available to researchers, has had considerable success in winning competitive research grant funding, allowing the School a measured expansion in staff and student numbers.

The Senior Governor thanked each of the presenters for providing Court members with helpful and informative summaries of the work of their respective areas.

### **III. DATE OF NEXT MEETING**

Friday 25 January 2013 at 10.00am.

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## UNIVERSITY COURT OF ST ANDREWS

AT ST ANDREWS on the 25<sup>th</sup> day of JANUARY 2013 AT A MEETING OF THE COURT OF THE UNIVERSITY OF ST ANDREWS

**Present:** Mr Alistair Moffat, *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 Freddie fforde, *President, Students' Association*; Ms Amanda Litherland, *Director of Representation, Students' Association*; Ms Chloe Hill, *Rector's Assessor*; Mr Nigel Christie, *General Council Assessor*; Dr Natalie Adamson, Professor Frances Andrews, Professor Andrew Mackenzie and Dr Susie Whiten, *Senate Assessors*; Dr Alison Sandeman, *Non-Academic Staff Assessor*; Councillor Bryan Poole, *Provost of Fife's Assessor*; Mr Mervyn Jones, Mr Nigel Morecroft, Dr Mary Pople and Dame Anne Pringle, *Non-Executive Members*.

**In attendance:** Mr Stephen Magee, *Vice-Principal (External Relations)*; Professor Lorna Milne, *Vice-Principal (Proctor)*; Professor Ronald Piper, *Vice-Principal (Governance & Planning)*; Professor Neville Richardson, *Master of the United College*; Mr Derek Watson, *Quaestor & Factor*; Mr Andy Goor, *Finance Director*; Dr Gillian MacIntosh, *Executive Officer to the University Court*; Mr Niall Scott, *Director of Corporate Communications*; Ms Ester Ruskuc, *Academic Registrar (for Item II (b) only)*; Mr Roy Drummond, *Chief Legal Officer (for Item II (b) only)*; Professor Nik Ruskuc, *Head of the School of Mathematics & Statistics (for Item II (b) only)*.

**Apologies:** Sir Anthony Bagnall, Dr Norval Bryson, Sir John Elvidge and Rev Dr Marjory MacLean, *Non-Executive Members*.

### I. REGULAR BUSINESS

#### 1. WELCOME

The Rector welcomed Mr Nigel Christie, Councillor Bryan Poole and Mr Nigel Morecroft to their first meeting as members of Court.

#### 2. MEETING MINUTES

##### i) Minute of the Court Meeting held on 19 October 2012

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

#### 3. REPORT FROM THE PRINCIPAL

The Principal provided a verbal update on her written report (on file, Court 12/20). Recent University developments included the establishment by the current Rector of the Rectors' Fund which will financially support students

wishing to take up internship placements, and new screenings of the 600<sup>th</sup> Anniversary film *Ever to Excel* in both London and Edinburgh. The Principal reported that representatives from senior management, Court, students and staff recently had separate meetings with Dr Peter West to discuss the draft Scottish code of good HE governance which is being produced under the leadership of the Committee of Scottish Chairs. An interim report detailing the results of the ongoing consultation process with HE institutions was expected to be released in late spring 2013.

The Principal provided an update on UCAS application figures for 2013/14 entry, reporting that applications from all the cohorts were increased from last year's figures. PGR applications were significantly improved, reflecting the scholarship provision that had recently been put in place to encourage targeted growth in PGR numbers. Applications from students in SIMD 20 also increased significantly (80% across all ages and 40% among under-21s). RUK applications increased by 10.7%.

Members discussed the perceptible impact of the new Academic Calendar on the University community and the town, the Principal noting that a review of the calendar's effectiveness would be undertaken after a full year of operation. It was confirmed that the results of feedback obtained from student consultation groups would be reported to TLAC in April for further discussion.

Members noted that the Extraordinary Committee of Court may formally be asked to approve the SFC Outcome Agreement for 2013-14 (required to be finalised by the end of February 2013), given that full Court would not meet again until April 2013.

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

Members noted the report of the meeting held on 22 November 2012 (on file, Court 12/21). The Convenor of the Committee confirmed that future Assurance Group annual reports would henceforth be provided to Court with the usual Committee minute.

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

##### **i) Minute of Meeting held on 2 November 2012**

Members noted the report of the meeting (on file, Court 12/22).

##### **ii) General Council Governance**

Members discussed a paper (on file, Court 12/23) summarising the governance and committee structure of the General Council and its current relationship with the University and the University Court. Agreeing that a review of the effectiveness of the present arrangements was warranted, given that they have existed little-changed for many decades, Court discussed proposals on how the University could better engage with the

members of General Council in order to improve the communication between both bodies (an issue that the Business Committee of General Council is also wishing to improve). A proposal that the General Council Assessors on Court should provide reports on University developments directly to the alumni of the University, the graduates of which are all members of the General Council, was endorsed.

Members agreed that there was a general confusion amongst students and alumni as to the current role of the General Council as a distinct and separate entity from the Development Office, especially on matters to do with alumni relations where it was apparent that there was a potential duplication of effort. After discussion, it was agreed that the Development Office should assume full responsibility for the *Alumnus Chronicle*, including editorial control, while retaining the engagement of the alumni who provide helpful input. This would ensure better co-ordinated communication between the University and its alumni.

These changes would not alter the core statutory role of the General Council (this being its right to elect the Chancellor and two representatives on Court, and the requirement to hold its twice-yearly statutory meetings). It was further noted that the two General Council Assessors on Court were due to meet with representatives of the Business Committee of the General Council, and they were encouraged to raise these issues at that meeting.

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

Members noted the report of the meeting held on 22 November 2012 (on file, Court 12/24).

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

Members noted the report of the meeting held on 6 November 2012 (on file, Court 12/25).

## **8. ACADEMIC COUNCIL**

Members noted the report of the meeting held on 12 December 2012 (on file, Court 12/26).

## **9. COURT OFFICE BUSINESS**

Court received the report from the Executive Officer (on file, Court 12/27) detailing recent staff changes reported by Human Resources and other Court-related matters, including the recent business considered by the winter meeting of the General Council Business Committee. In doing so, Court gave final approval to Draft Resolution 2012 No.2 (Foundation of Chairs).

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

### **1. Minute of Meeting held on 7 December 2012**

Members noted the minute of the meeting (on file, Court 12/28).

On matters arising relating to various capital issues, it was confirmed by the Finance Director that the scale and timetabling of HMO compliance spending on Fife and Albany Park residences may have a future impact on overall capital plan scheduling. The Quaestor reported that the proposed joint venture with the University of London focused on activities at that institution's Marine Biological Station at Millport would not now proceed as the University of London had decided not to provide the Capital Investment required under the existing Memorandum of Understanding. Members also received an update on the ongoing discussions concerning Fife Council's end-of-lease arrangement at the Botanic Gardens, with Court recognising that the ongoing public concern over the garden's future, with resultant local media coverage, has created a potential reputational risk should the University be incorrectly portrayed as being responsible for the site's closure.

### **2. Court Away Day Report**

Members noted the report of the strategic issues discussed at last October's Court Away Day (on file, Court 12/29). A number of comments on the overall structure and organisation of the Away Day were noted for next year's event.

### **3. Strategic Planning Follow-Up**

Members discussed the briefing paper (on file, Court 12/30), which summarised the main outcomes reached at the Away Day session and the activities undertaken since then by the Principal's Office in support of those conclusions. It was reported that reviews of existing provision and draft strategies for increasing the University's research intensity in priority areas in both Arts and Science are currently being modelled. Once complete, the conclusions would thereafter be brought to PARC and Court for further discussion.

### **4. Kenly Wind Farm Update**

Members noted the update (on file, Court 12/31) on the University's planning application appeal for a wind farm at Kenly.

### **5. Guardbridge Update**

The Quaestor provided a verbal update of recent developments with the Guardbridge energy centre project (related paper on file, Court 12/32).

## **6. Summary Financial Report to 30 November 2012**

Members noted the summary financial report (on file, Court 12/33). The Finance Director provided a verbal update on the University's recent financial performance, reporting that the cash position continued to improve, which allowed for greater flexibility in the capital plan should the Fife / Albany Park regulatory residential spend have to be met sooner than anticipated.

## **7. SFC Indicative Grant 2013/14**

Noting the contents of the indicative SFC grant letter (on file, Court 12/34), members received an update from the Finance Director on the still-to-be-announced funds for capital schemes and research pooling.

## **8. Economic Impact Assessment 2012**

Court discussed the positive economic impact assessment report (on file, Court 12/35), noting the improved overall improvements in graduate employability and commercialisation. Members strongly commended the report's general conclusion that the University returns £12 of added value to the Scottish economy for every £1 it receives via SFC funding - an improvement over the previous impact study in 2009.

## **9. Commercial Activities - The Way Forward**

Court members discussed a briefing paper (on file, Court 12/36) outlining a new emphasis for the current Knowledge Exchange strategy, this aimed at improving business engagement through readily accessible intellectual property opportunities and an enhanced entrepreneurial environment in which to take forward marketable prospects. In consequence of this shift in emphasis, University strategy will be better aligned with innovation objectives set by the EU, UK and Scottish governments.

## **10. Students' Association Redevelopment**

Members approved the proposed capital redevelopment plans and first stage investment (summary paper on file, Court 12/37), commending especially the work of the Proctor, sabbatical students and the new Association Board Chair for their efforts in improving the overall governance relationship and structure between the University and Students' Association.

## **b REVIEWS & PRESENTATIONS**

### **1. Registry**

Mrs Ester Ruskuc, Academic Registrar, gave a presentation (summary on file, Court 12/38) that focused on the various records and data

(relating both to students and to the University curriculum) which Registry retains for internal monitoring / strategic planning and for external compliance reporting. The presentation highlighted the numerous data streams from across the University that are utilised externally and the resultant requirement for co-ordinated information management to ensure that the University's regular statistical submissions (to bodies such as HESA) accurately reflects and contextualises the institution's full breadth of activities and particular strengths.

## **2. Human Resources**

Mr Roy Drummond, Chief Legal Officer, outlined to members the main aims of the new staff strategy (presentation summary on file, Court 12/39), which envisages a continuous process of identifying, measuring and developing individual performance for both academic and non-academic staff. Topics discussed by members in light of the presentation included the necessity for provision of regular staff appraisals and practical mentorship, particularly within academic schools, to encourage improved performance.

## **3. School of Mathematics & Statistics**

Professor Nik Ruskuc, Head of School, gave a presentation to Court (summary on file, Court 12/40) on the teaching and research strengths of the School and the strategic and operational challenges it faces in the near future. Members discussed the current subdivision of the School into three divisions (reflecting the three main research areas of mathematical science) and the challenges this potentially brings for teaching a broad-based undergraduate degree. It was noted, however, that two vacant named chairs had potential for appointing high-quality individuals who could bring new strengths and areas of expertise to the School.

The Senior Governor thanked each of the presenters for providing members with informative summaries of the work of their respective areas.

## **III. DATE OF NEXT MEETING**

Friday 19 April 2013 at 10.00am.

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## UNIVERSITY COURT OF ST ANDREWS

AT ST ANDREWS on the 19<sup>th</sup> day of APRIL 2013 AT A MEETING OF THE COURT OF THE UNIVERSITY OF ST ANDREWS

**Present:** Mr Alistair Moffat, *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 Freddie fforde, *President, Students' Association*; Ms Amanda Litherland, *Director of Representation, Students' Association*; Ms Chloe Hill, *Rector's Assessor*; Mr Nigel Christie, *General Council Assessor*; Dr Natalie Adamson, Professor Frances Andrews, Professor Andrew Mackenzie and Dr Susie Whiten, *Senate Assessors*; Dr Alison Sandeman, *Non-Teaching Staff Assessor*; Sir Anthony Bagnall, Dr Norval Bryson, Sir John Elvidge, Mr Mervyn Jones, Rev Dr Marjory MacLean, Mr Nigel Morecroft, Dr Mary Pople and Dame Anne Pringle, *Non-Executive Members*.

**In attendance:** Professor Lorna Milne, *Vice-Principal (Proctor)*; 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 Niall Scott, *Director of Corporate Communications*; Mr Angus Clark, *Director of Environmental, Health & Safety Services* (for Item II a (b 2) only); Professor Brendan Cassidy, *Head of the School of Art History* (for Item II a (b 3) only).

**Apologies:** Councillor Bryan Poole, *Provost of Fife's Assessor*.

### I. REGULAR BUSINESS

#### 1. ELECTION RESULT

Court joined with the Rector in congratulating his assessor, Ms Chloe Hill, on her recent election as President of the Students' Association, effective from 1 July 2013.

#### 2. MEETING MINUTES

##### i) Minute of the Court Meeting held on 25 January 2013

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

#### 3. REPORT FROM THE PRINCIPAL

Members received a verbal report from the Principal expanding on her written summary of events of recent relevance to the University (on file, Court 12/41). The Principal reported on the increased institutional funding recently awarded from the Scottish Government, payable over the next two years, which recognises four-star quality research. **[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.]***

Further updates were provided by the Principal on recent gifts to the 600<sup>th</sup> Anniversary philanthropic campaign; the result of the University's bid for Athena SWAN Bronze status (which recognises career equality initiatives in STEM subjects); the University's improved position in the Leiden Ranking league table for 2013 (a ranking of 1<sup>st</sup> in Scotland, 5<sup>th</sup> in UK, 47<sup>th</sup> in the world); and the Principal's current schedule of visits to the academic Schools.

In reference to the recently released draft of the proposed Scottish Code of Good Higher Education Governance (circulated to members in advance of the meeting), the Principal indicated that the present consultation draft would be fully discussed by the Governance & Nominations Committee at its meeting on 22 May, with a further update provided to Court at their next meeting in June.

Members noted with sadness the recent deaths of three members of the University community, namely undergraduate students Lewis Greig and Alastair Smith, and Professor Nigel Dennis, Professor of Spanish in the School of Modern Languages, as well as the tragedy surrounding the disappearance, whilst hiking, of Dr Oliver Smith of the Department of Russian.

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

##### **i) Minute of Meeting held on 21 February 2013**

Members noted the report of the meeting (on file, Court 12/42).

##### **ii) Revised Scheme of Delegation**

On the recommendation of the Audit & Risk Committee, Court approved the minor amendments to the institutional Scheme of Delegation (on file, Court 12/43).

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

Members noted the report of the meeting held on 25 February 2013 (on file, Court 12/44).

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

Members noted the report of the meeting held on 25 February 2013 (on file, Court 12/45).

Members received an interim update on the ongoing equal pay audit that will conclude at the end of April, the result of which will shortly be discussed with the recognised trade unions prior to consideration of the final report by

the Remuneration & Human Resources Committee at its next meeting in May.

## **7. ACADEMIC COUNCIL**

Members noted the report of the meeting held on 13 March 2013 (on file, Court 12/46)

## **8. COURT OFFICE BUSINESS**

Court received the report from the Executive Officer (on file, Court 12/47) detailing recent staff changes reported by Human Resources and other Court-related matters, including the recent business considered by the spring meeting of the General Council Business Committee.

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

### **1. Minute of Meeting held on 15 March 2013**

Members noted the minute of the meeting (on file, Court 12/48).

The Quaestor & Factor reported on the University's progress toward the implementation of the new defined contribution local pension scheme, into which eligible staff will be auto-enrolled from 1 July 2013 (provision of which is a requirement of UK government legislation). Court noted that the University would shortly begin negotiations with the S&LAS Trustees on the scheme's recovery plan following the recent actuarial revaluation.

### **2. Outcome Agreement for Academic Year 2013-14**

Members discussed the draft agreement recently negotiated with the SFC (on file, Court 12/49), the approval and implementation of which is a condition of SFC grant. Welcoming the additional funded undergraduate student places awarded to the University over the next four years (500 in total), it was however once again noted that full and meaningful governing-body involvement in the process had been considerably constrained by the timing of negotiations and the requirement for the final agreement to be approved by the SFC Council in March, well in advance of the start of the academic year. Court endorsed the various concerns previously raised by the Principal's Office with the SFC regarding the overall deficiencies in the process whereby an institutional agreement is reached, these concerning the progressively detailed commitments sought from the University which were purely operational or managerial in nature, and the notable lack of experience or authority of the negotiating team assigned to the institution. Court welcomed the confirmation that Universities Scotland, on behalf of the HE sector, was working with the SFC to improve processes for negotiating future outcome agreements.

Court gave retrospective approval to the proposed SFC outcome agreement for academic year 2013-14.

### **3. Summary Financial Report to 28 February 2013**

Members reviewed the summary financial report (on file, Court 12/50). Discussions focused on the concerns raised at PARC about the forecast year-end surplus measured against target and current financial performance in the context of potential residential capital spending (to address enhanced HMO compliance standards in addition to routine maintenance). It was noted that PARC would continue to monitor financial performance closely.

### **4. Capital Investment Funding Options**

Members noted a summary paper (on file, Court 12/51) outlining a number of potential funding routes for the financing of future capital investment priorities. It was agreed that a further update on options discussed by the PARC sub-group would be provided to the next meeting of Court.

### **5. Strategic Planning Follow-Up**

The Deputy Principal provided an update on progress towards the development of a revised institutional strategic plan (related summary paper on file, Court 12/52). Heads of Schools and disciplinary / Faculty groups of senior staff have been tasked with defining the core academic strategy, identifying priority areas for growth in research with a related impact on current learning and teaching provision. Reports from each of these core groups have recently been submitted to the Principal's Office and feedback is currently being collated and distributed. Debating the progress thus far, Court recognised the vital importance of fully engaging the broad academic community in leading the strategic discussion, noting however the need for identification of areas of weakness as well as excellence. The importance of managing expectations within the academic Schools was also highlighted, though it was recognised that the creation of formal plans for new academic initiatives are useful to prepare (in order to be responsive to new funding opportunities) even if there may be no immediate outcome from the current strategic process.

It was agreed that, following a process of broader academic engagement, Court would receive a series of detailed proposals, outlining priority areas for academic investment and potential expansion in student numbers.

### **6. Investment & Treasury Assurance Group Annual Report**

Mr Mervyn Jones, Non-Executive Member and Court lead on the assurance group, provided a verbal summary to the group's annual report (on file, Court 12/53). Court noted the improved performance of

the University's endowment funds over the past year and approved the group's recommendation that the University becomes a signatory to the UN Principles for Responsible Investment.

## **b REVIEWS & PRESENTATIONS**

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

Mr Freddie fforde, President of the Students' Association, presented to Court on the recent work of the Association and its student-led initiatives (summary and related handouts on file, Court 12/54). Discussion focused on the Association's efforts to improve cohort identity and representation (for example, amongst Postgraduate Taught students) and on the successful implementation of the system of School Presidents as a means of local support, representation and communication for students within their Schools.

### **2. Environmental, Health & Safety Services**

Mr Angus Clark, Director of EH&SS, gave a presentation (summary and related handouts on file, Court 12/55) outlining the work of the Unit and recent progress towards fulfilling its present strategic priorities. Members commended the successes of the Unit in achieving efficiency savings on the recent insurance tender and in reinforcing the University's positive relationship with government inspectorates, regulators and the local fire service. Discussion of future challenges focused on improving the institutional occupational health provision and in ensuring that increased student fieldwork demands are managed and risk-assessed appropriately.

### **3. School of Art History**

Professor Brendan Cassidy, Head of School, delivered a presentation providing an overview of the teaching and research strengths of the School (written summary on file, Court 12/56). Noting the success of recent initiatives aimed at expanding the School's expertise into non-western art, members discussed the challenges of maintaining student numbers in the discipline given a trend for a reduction sector-wide (St Andrews' figures were still buoyant, however) and on the potential REF result for the School given the 25% 'impact' weighting and the challenges in measuring and quantifying research in this criteria.

The Senior Governor thanked each of the presenters for providing members with informative summaries of the work of their respective areas.

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

To provide new members with a summary of the range of student support provision offered by the University, it was agreed that Student Services should be a presenting Unit at the next Court meeting. Additionally, for the

benefit of recently appointed Court members, it was agreed that the topic of Internationalisation should be discussed in broad terms at the Court Away Day in October 2013.

A private meeting of Court members, excluding staff and students, took place immediately after the standard meeting of Court.

**IV. DATE OF NEXT MEETING**

Wednesday 19 June 2013 at 10.00am.

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## UNIVERSITY COURT OF ST ANDREWS

AT ST ANDREWS on the 19<sup>th</sup> day of JUNE 2013 AT A MEETING OF THE  
COURT OF THE UNIVERSITY OF ST ANDREWS

**Present:** Mr Alistair Moffat, *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 Freddie fforde, *President, Students' Association*; Ms Amanda Litherland, *Director of Representation, Students' Association*; Ms Chloe Hill, *Rector's Assessor*; Mr Nigel Christie, *General Council Assessor*; Professor Frances Andrews, Professor Andrew Mackenzie and Dr Susie Whiten, *Senate Assessors*; Dr Alison Sandeman, *Non-Academic Staff Assessor*; Councillor Bryan Poole, *Provost of Fife's Assessor*; Sir Anthony Bagnall, Dr Norval Bryson, Sir John Elvidge, Rev Dr Marjory MacLean, Mr Nigel Morecroft, Dr Mary Popple and Dame Anne Pringle, *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*; Mr Andy Goor, *Finance Director*; Dr Gillian MacIntosh, *Executive Officer to the University Court*; Mr Niall Scott, *Director of Corporate Communications*; Dr Chris Lusk, *Director of Student Services (for Item II a (b 1) only)*; Ms Julie Ramsay, *Director of Admissions (for Item II a (b 2) only)*; Professor Ivor Davidson, *Dean & Head of the School of Divinity (for Item II a (b 3) only)*.

**Apologies:** Dr Natalie Adamson, *Senate Assessor*; Mr Mervyn Jones, *Non-Executive Member*.

### I. REGULAR BUSINESS

#### 1. MEETING MINUTES

##### i) Minute of the Court Meeting held on 19 April 2013

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

#### 2. REPORT FROM THE PRINCIPAL

Members received a verbal report from the Principal expanding on her written summary of events of recent relevance to the University (on file, Court 12/57).

The Principal reported a successful outcome to succession planning amongst her senior management team. Mr Desmond McSweeney would shortly start as Vice-Principal (External Relations), allowing for an appropriate handover period with Mr Stephen Magee who retires from the

University on 31 July 2013. Professor Nic Beech, the present Dean of Arts, will succeed Professor Ron Piper as Vice-Principal (Governance) in September 2013 prior to Professor Piper's retirement in October 2013. Professor Malcolm MacLeod, currently Provost of St Leonard's College, will take on the new position of Vice-Principal (Enterprise & Engagement), assuming therein some of the Principal's Office responsibilities presently exercised by the retiring Professor Peter Clark. Professor Verity Brown, present Head of the School of Psychology & Neurosciences, is appointed Provost to replace Professor MacLeod. Professor Garry Taylor, currently Head of the School of Biology, will take on the position of Master of the United College on Professor Neville Richardson's return to his academic post in the School of Chemistry in February 2014. Professor Derek Woollins, present Head of the School of Chemistry, is to be appointed to the position of Vice-Principal (Research) on the retirement of Professor Chris Hawkesworth in September 2014. The Principal expressed some disappointment that the field was both male-dominated and heavily Science-orientated and that a number of senior academics in the Arts faculty had felt unable to join the Principal's Office team due to their own research commitments. Court agreed, however, that each of the new vice-principals would build on the many achievements of the present senior management team in supporting the Principal's leadership of the University.

Court commended the University's recent success in *The Guardian* 2014 University Guide (top in Scotland and fourth in the UK, with Social Anthropology and History & Art History all ranked first; 10 subjects were ranked within the UK top five). Members also congratulated Senate Assessors Professor Frances Andrews and Dr Susie Whiten, both of whom had been recognised for their excellence in teaching in this year's Teaching Awards. Members joined with the Senior Governor in congratulating the Principal on her recent award by the Graduate School of Harvard University of the Centennial Medal. The Principal reported the results of this year's round of academic promotions, confirming that four senior colleagues have been promoted to professorships (three in Science and one in Arts).

The Principal alerted Court members to the considerable administrative requirements of a new sector Complaints Handling Procedure, based on a template by the Scottish Public Services Ombudsman, which the University is legislatively required to implement by August 2013.

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

#### **i) Minute of the Meeting held on 16 May 2013**

Members noted the report of the meeting (on file, Court 12/58).

#### **ii) Academic Assurance Group Annual Report**

Members received the annual report (on file, Court 12/59), summarising the assurance group's activities related to the implementation, management

and monitoring of the University's quality assurance for learning and teaching standards.

### **iii) Health & Safety Assurance Group Annual Report**

Members received the annual report (on file, Court 12/60), providing a summary of the assurance group's oversight activities related to the implementation of the University's Health & Safety policies.

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

### **i) Minute of the Meeting held on 22 May 2013**

Members noted the report of the meeting (on file, Court 12/61).

Discussing the search for an appropriately skilled candidate for the forthcoming non-executive vacancy on Court (caused by the retirement of Sir Anthony Bagnall on completion of the maximum term), members agreed that a number of approaches, including open advertisement, should be used to reach as many potential high-quality candidates as possible. The desirability of appointing an experienced high-calibre individual with a chief executive background, to support the Principal in her leadership of the University, was widely recognised as being an important factor in determining the appropriate process used to fill the present non-executive vacancy.

### **ii) Scottish Code of Good Higher Education Governance**

Court members discussed the University's response to the final consultation on the proposed content of the new Scottish Higher Education governance code (summary on file, Court 12/62). Regretting the fact that the consultation period ended on 11 June, thus precluding full Court discussion on the most recent draft of the Code, members noted the feedback submitted by Governance & Nominations Committee members to the Steering Group on behalf of the governing body. Court welcomed the many exemplars of good governance contained within the present draft of the Code but cautioned against additional alterations made solely at the request of special interest groups. Court noted the Steering Group's intention for the implementation of a finalised Code across the Higher Education sector from 1 August 2013.

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

Members noted the report of the meeting held on 22 May 2013 (on file, Court 12/63).

## **6. ACADEMIC COUNCIL**

Members noted the report of the meeting held on 10 June 2013 (on file, Court 12/64).

## **7. COURT OFFICE BUSINESS**

Court received the report from the Executive Officer (on file, Court 12/65) detailing recent staff changes reported by Human Resources and other Court-related matters.

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

#### **1. Minute of Meeting held on 10 June 2013**

Members noted the minute of the meeting (on file, Court 12/66). Updates were given on the result of negotiations with the S&LAS Trustees on the scheme's triennial revaluation and recovery plan and on the status of the Guardbridge energy project.

The Finance Director summarised for members the University's financial position relative to its peers, as discussed in detail at PARC, focusing on pay costs as a percentage of turnover, the average surpluses achieved at year end and the level of institutional debt. It was confirmed by the Finance Director that an update on potential funding options for future capital expenditure priorities would be brought to Court's October meeting.

#### **2. Summary Financial Report to 30 April 2013**

The Finance Director gave a verbal summary report (related paper on file, Court 12/67), highlighting to Court the forecast outturn and predicted year-end cash balance. Members discussed the rolling capital plan and its current project priorities in the context of potential residential spend to deal with HMO licensing requirements and the implication of initiatives related to the developing strategic plan.

#### **3. Financial Planning 2013/14 to 2015/16**

Members discussed the financial planning documentation for the period 2013/14 to 2015/16 (on file, Court 12/68). The Finance Director summarised the principal goals of the draft Financial Strategy, these being a reduction of the University's level of pay expenditure to that comparable to the best-performing Scottish peer institutions, the identification of further opportunities for financial efficiencies to create an improved and increasing annual surplus, and the attainment of a reduced net liabilities position through continuing improvements in cash management and controls over capital expenditure.

Members noted that PARC would receive at its September meeting a paper setting out what further action will be undertaken by management to improve the level of annual surplus (necessary for supporting increased capital expenditure commitments). In relation to areas of risk within the current financial planning period, members also discussed the implications of incremental pay growth (over and above nationally

negotiated annual pay increases), alteration of existing student and research funding streams due to national political developments, and inflationary cost pressures not matched by proportionate increases in income.

Court endorsed the proposed financial strategy for the University and approved the financial plan for the period 2013/14 to 2015/16.

#### **4. REF Impact Update**

Discussing a paper (on file, Court 12/69) summarising the process being followed for the identification, creation and corroboration of appropriate case studies for the 'impact' component of the forthcoming institutional REF submission, and after reviewing two exemplar case studies for the Faculties of Science and Arts, members encouraged the maximisation of the case descriptions and collection of evidence for impact in the forthcoming submission, given the 20% weighting for impact (this possibly increasing in future research assessment exercises).

#### **5. Botanic Gardens**

Court discussed a paper (on file, Court 12/70) reviewing the end-of-lease arrangements for the Botanic Gardens site (owned by the University and currently operated as a paid entry garden by the present lease-holder Fife Council). Members considered an outline business plan prepared by the Friends of the Botanic Gardens and PARC's various concerns and recommendations thereon. Following discussion, members agreed that, in light of a recent motion of the North East Fife Area Committee that supports the continuance of Fife Council funding for a further period, a nominal lease of five years in the first instance, rolling thereafter, should be granted to Fife Council or an appropriately constituted trust established to run the gardens. The lease would cover an agreed area within the overall site for the continuance of the cultivated garden and would be conditional on the annual costs of operating the garden being no greater than the historic costs. The University would not be a member of any newly constituted trust, but would continue to provide financial support to the St Andrews Botanic Gardens Education Trust as at present. In granting the lease (for a peppercorn rent of £1), Court members remained significantly concerned about the long-term sustainability of the gardens, given some of the assumptions in the business plan and the consistently low numbers of users.

### **b REVIEWS & PRESENTATIONS**

#### **1. Student Services**

Dr Chris Lusk, Director of Student Services, gave a presentation (summary and related handouts on file, Court 12/71) that outlined the Unit's work in supporting and enhancing the student experience through

the practical application of support and advice mechanisms. Dr Lusk reported on the increasing expectations of students, combined with a rise in numbers using the various services (this reported as over half the student body in the past year). Both necessarily demand a diversity of approach and appropriate use of both formal and informal communication. Reviewing common issues across the HE sector as a whole, managing the expectations of international students (on issues as diverse as value for money and local health care provision) is increasingly challenging. In relation to student welfare, given the widespread availability within society of alcohol and drugs, Court discussed a consistency of approach by University staff and a clear advance understanding of the standards of behaviour expected of students. Members recognised the difficulties of such welfare issues, which may require a combination of disciplinary action and personal support.

## **2. Admissions**

Ms Julie Ramsay, Director of Admissions, delivered a presentation (summary and related handouts on file, Court 12/72) reviewing the current areas of focus within admissions and student recruitment. The importance of engaging with potential students at the very initial stages of their interest in studying at the institution (via the University website, conventional prospectuses and visiting days) was discussed, as was the significant role of student ambassadors within the admissions team. Immediate challenges facing the admissions function were in responding to governmental changes to student funding and immigration regulations, in addition to preparing for new qualifications as a result of secondary curriculum development (which is becoming increasingly divergent across the UK). Noting that competition for the highest quality students has increased domestically, and given that international competitors in emerging markets are investing heavily to attract international students, members recognised the importance of maintaining existing relationships in the UK and overseas markets, whilst expanding into new territories of potential growth. Court commended the significant work undertaken to promote widening access initiatives, recognising that the broad diversity of the student body was a significant asset to the institution.

## **3. School of Divinity**

A presentation was given by Professor Ivor Davidson, Dean and Head of the School of Divinity (summary paper on file, Court 11/73), outlining the School's overarching academic strategy, its current strengths in research and teaching, and the potential challenges faced by the School in the immediate future. Professor Davidson reported on the high levels of student satisfaction and robust application numbers, noting that the School has additionally been strengthened by a number of recent distinguished academic appointments. Other issues discussed were further increasing PGR student numbers (for which library, study-space

and scholarship provision were increasingly important), the School's successful distance-learning programme, and the Faculty's historic role in training B.D. students for ordination in the Church of Scotland.

The Senior Governor thanked each of the presenters for providing members with informative summaries of the work of their respective areas.

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

Members discussed an issue of potential reputational concern to the University and agreed on the importance of clear communication with interested parties over the University's actions in this regard.

### **IV. THANKS**

Court joined with the Rector in warmly thanking the departing members for their valued service on Court: Sir Anthony Bagnall, completing an eight-year term as a Non-Executive member; Professor Andrew Mackenzie and Dr Susie Whiten, both ending their elected terms as Senate Assessors; Dr Alison Sandeman, completing a four-year term as Non-Teaching Staff Assessor; and Mr Freddie fforde and Ms Amanda Litherland, retiring student members of Court. Members also paid tribute to regular attendees Professor Ron Piper, Secretary of Court and Vice-Principal (Governance & Planning), and Mr Stephen Magee, Vice-Principal (External Relations), both of whom were shortly retiring from the University.

### **V. PRINCIPAL'S CONTRACT**

The Principal and attendees (save the Clerk) left the meeting for discussion of this agenda item.

Following consideration of a proposal to extend the Principal's contract of employment (which currently ends on 31<sup>st</sup> August 2015), Court members unanimously agreed to offer Professor Louise Richardson a five-year extension.

### **VI. DATE OF NEXT MEETING**

Friday 18 October 2013 at 10.00am, followed by the annual Away Day session.

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