

**MINUTE OF THE STATUTORY HALF-YEARLY MEETING OF THE GENERAL COUNCIL
HELD ON SATURDAY 25 NOVEMBER 2017 AT 10.30am
IN PARLIAMENT HALL, SOUTH STREET, ST ANDREWS**

The Principal and Vice-Chancellor, Professor Sally Mapstone, was in the Chair and welcomed 43 members to the meeting.

1. Minute of the last ordinary half-yearly meeting of the General Council held on 24 June 2017

There were no matters arising and the minute was adopted.

2. Notice of the forthcoming election of a General Council Assessor to serve on the University Court – Registrar and Clerk to the General Council

Mr Merrill announced that Mr Kenneth Cochran would complete his term of office as General Council Assessor to the University Court on 31 July 2018. An election would be held for that position. The nomination period would open on 22 January and run until 9 March 2018. The election would be held online from 16 April until 11 May 2018. Postal ballots would be available for General Council members from the General Council Office. Further details of the election could be found on page 13 of the billet. The Registrar and Clerk looked forward to receiving a broad range of nominations.

3. Report by the Convener of the Business Committee

Business Committee Meeting: Since the last General Council meeting in June, the Business Committee had met once, in St Andrews in September (see page 14 of June billet for the minute of the meeting). All but one of the 12 elected members attended the meeting, five of them new to the Committee following the June election. A short induction session had taken place before the meeting, supported by the 'Introduction to the General Council and its Business Committee' booklet produced in the last year and available on the General Council website.

New Committee: Five of the new Committee live in Scotland, three in England and one each in Belgium, Germany, Singapore and the United States – technology helps overcome the geographical distance in terms of communication and meetings. There is a reasonable spread of representation, with the graduation years of members spanning every decade from the 1960s through to the 2010s. The Committee is now close to achieving gender balance with five of the 12 elected members being women. Together the Committee spans experience in many fields, alphabetically from accountancy to theology. Only three members of the Committee are retired.

Action Groups: At the meeting in September, members were assigned to four new action groups, the most urgent aimed at increasing the engagement of General Council members e.g. their participation in elections and meetings. Consideration is being given as to whether holding a General Council meeting in London would attract a significant new audience of members. However, the most pressing priority was to improve voter turnout in the 2018 General Council Assessor to the University Court election. A second action group would review the effectiveness of the General Council and the Business Committee, last reviewed in 2013, to provide a basis for a medium-term strategy. A third group would propose additions to Standing Orders last revised in 2015, to include procedures for the operation of the Ordinance and Resolutions Sub-Committee, which it was hoped could be presented at the next General Council meeting in June 2018. A fourth action group was tasked with setting up a register of Committee members' interests to ensure greater transparency in the Committee's work and to avoid conflicts of interest. These four action groups join an existing action group which has been looking to help the University obtain additional income

from non-traditional sources, and which has been strengthened by the addition of new members with relevant experience. These activities are constrained by the amount of spare time members can devote to them and it was therefore important for the Committee to be realistic in its ambitions.

Watching briefs: Committee members continue to cover a number of areas of University activity, largely through reports on the University's website and through the news media, in order for the Committee to be collectively more informed about University affairs. Areas covered include University Strategy, Annual Report and Accounts, Sustainable Development, Career Destinations and Internships, Admissions Statistics and Widening Access, Community Relations, Gender Balance and Equality and Brexit.

Ordinances and Resolutions: The University had taken seriously concerns expressed by the Sub-Committee about a new draft Ordinance in which the University would be the arbiter over the interpretation of academic freedom should there be a dispute between an employee and the University. The University had obtained legal advice on the matter and had shared it with the Committee. This found that the Ordinance, as drafted, was acceptable and so it will proceed. There are currently no draft Ordinances or Resolutions to review. It was agreed at the Business Committee meeting in September that, in future, any points about new draft Ordinances and Resolutions would first be raised informally with the University in an effort to establish a common understanding, rather than proceeding directly to a formal representation, thereby saving time and effort all round.

General Council Assessor Election: The Business Committee had previously opposed a suggestion from the Governance and Nominations Committee of Court that consideration be given to appointing General Council Assessors in future, rather than, as at present, holding elections by General Council members. Challenged over low voter turnout in Assessor elections and the fact that only two of the 14 Assessors elected since 1990 had been women, the Committee had undertaken to address these issues, using the 2017 Business Committee elections as a test run. In the Business Committee election, there had been a notable increase in the number of women candidates (nine out of 22) and in the number of women elected (three out of the seven successful candidates). The same approach was planned for the 2018 General Council Assessor election. The Convener was, however, disappointed that the votes cast in the Business Committee had fallen by about 100 compared with the previous election in 2015 and felt that the unprecedented large number of candidates, each with a personal profile to read, may have been a disincentive to vote. A simple proforma had been designed for the personal profile for the Assessor election and a strict word limit would be enforced to make these quicker to read and to compare. For the first time the processes involved in the election had been documented in a 22-page Election Handbook, to which all candidates would be expected to subscribe. The Handbook includes details of an Assessor's responsibilities as a charity trustee, as a member of Court and towards the General Council. It lists the attributes that Court is seeking and states that nominations of women and those from minority groups who are also currently under-represented on Court are especially welcome. The Handbook was approved with minor modifications by the Governance and Nominations Committee earlier in November and key elements would be briefed to Court in January. The current timetable allows seven weeks for the nomination period and four weeks for the voting – a week longer for voting than previously and also avoiding the Easter break. The results would be formally announced at the General Council meeting next June. The Convener appealed to members to vote in the election and to encourage fellow members to vote to avoid the General Council's franchise to elect two members of Court being called into question.

In thanking all those participating in the meeting and involved in its preparation, the Convener also paid tribute to Rev Professor Ian Bradley, who had been delivering the opening and closing prayers in Latin for a

number of years and who would be retiring at the end of the year. He thanked his fellow Business Committee members and all those attending the meeting for their interest in General Council affairs.

The Principal asked members to note the Convener's report and invited questions from the floor. There being no questions, the Registrar and Clerk invited the Principal to address the General Council.

4. University Address – Professor Sally Mapstone, Principal and Vice-Chancellor

The Principal opened her address with news that work is under way on a new Strategic Plan for 2018-23, which is due to be signed off by Court at its September 2018 meeting. The Principal is leading on the Plan, assisted by Professor Brad MacKay, Vice-Principal (International Strategy and External Relations) and Mrs Ester Ruskuc (Director of Strategy and Policy). The Plan will align the University's academic priorities with its capital planning ambitions over the next five years in the first instance, but will also look further ahead. Attention will be given to the management of planned growth in student numbers, and there is likely to be considerably more focus on the potential for strategic commercialisation of the University's business and outputs, where relevant – a topic of known interest to the General Council.

The Strategic Plan is being generated in its first iterations by the University leadership and then road-tested with relevant constituencies – academic, student, alumni, and others – with strategic conversations taking place in order to produce a set of assumptions and principles to be tested with key constituencies. A staff survey has been undertaken, open fora are being run for students and student council meetings are being attended. The General Council will have sight of significant stages of the work via its representatives on Court and its comments will be very welcome. The results of the University's most recent staff survey, carried out in the spring, would also be taken into account. The 57% response rate was the highest ever achieved and there was a real improvement in the positive response rate, with 45 of the 51 statements repeated from the 2015 survey showing an increase in positive response, 27 increasing by 3% or more and 12 by 5% or more. Ninety-one percent of the staff who responded were proud to work for the University of St Andrews. There is a lot to learn from the responses, both negative and positive.

In terms of student number growth, current numbers stand at nearly 9,150 across all levels (undergraduate, postgraduate taught and postgraduate research) – the highest number ever. The University retains its current Strategic Plan intention to grow numbers to 10,000 by 2025, but is carefully calibrating the effects of growth in terms of lecture hall, laboratory and library capacity, accommodation needs, and student and community experience. Numbers grew by 4% in terms of this year's entrants. That rate of growth will slow in the next few years as teaching delivery and space capacity across the University's estate is reviewed.

The University continues to invest heavily in the provision of its own student accommodation, investing £70m in an additional 900 student bedrooms in response to student demand and to help ease the pressure on the private rental market. The halfway point of this project would be reached within this academic year, with extensions to University Hall and Agnes Blackadder Hall due to provide an additional 389 bedrooms from September 2018, and approximately 200 new bedrooms having already been provided at David Russell Apartments. It was hoped that the planning approval process for the remaining additional rooms through a major redevelopment of Albany Park would be completed shortly. In total, this investment would increase the number of University-managed student beds in St Andrews from 4,000 to 4,900. The extent of the provision of directly owned or managed accommodation at St Andrews and its wardennial system are important factors in its consistently high student experience rankings.

While the planned growth in student numbers reflects demand for places – currently 12:1 or more in certain subject areas – the University is very conscious of the need to retain balance and distinction to maintain the quality of the student experience, as reflected in the University being named UK University of the Year for Student Experience in *The Times* and *Sunday Times Good University Guide* in September. This investment in the student experience is one of the reasons that the University's operating surplus is so low, at £1.5m on a turnover of £230m. Student fees are a vital element in keeping the University afloat. The University's civic responsibility extends beyond St Andrews to Fife more generally and to Scotland as a whole. The University is the largest employer in North-East Fife, with an annual contribution to the Scottish economy in the order of £500m. Planned growth is part of the University's responsibility to maintain that role and those contributions.

Over the longer term, growth will also be taking place on all of the University's four principal sites. The Eden Campus currently houses the biomass plant that is heating much of the North Haugh and 2,500 student rooms. By the end of 2019, several hundred of the University's professional services staff will relocate to workplaces on the Eden Campus, enabling some crucial services to be co-located and also relieving some pressure on car parking in the centre of town. The University is actively working to secure business investment and location on the Eden Campus. This will be considerably helped if the University is successful in securing funding through the Tay Cities Deal, co-funded by the UK and Scottish Governments, for which a £24m bid has been made to enable key infrastructure works on the site. It had been cheering to hear specific reference to this in the recent budget announcement.

Work has begun on the new building on the East Sands for the Scottish Oceans Institute, which will house a new aquarium and visitor centre, and is scheduled to open during 2019. The significance of the world-leading marine science that takes place in St Andrews has resulted in this £15m project attracting £3m funding from the National Environmental Research Council, £500k from the Wolfson Foundation and sizeable donations from private individuals. Fundraising continues for this priority project to help the University's limited resources go further.

On the North Haugh, a major new STEM (Science, Technology, Engineering and Mathematics) building is planned, with particular emphasis on providing new space for the University's mathematicians. On the far side of the North Haugh, the £15m Sports Centre project is nearing completion with the installation of four all-weather tennis courts. The Principal thanked all those affected by the works around St Leonard's Road for their understanding.

Planning permission for the Music Centre next to the Bute building and for an extension to MUSA on The Scores has now been secured. The £10m Music Centre will provide substantial practice and performance space, and will take some of the current pressure off the Younger Hall, which will in turn be available for a re-fit. The extension to MUSA reflects the great success and popularity of the museum, which currently performs the quadruple function of telling the story of the University, hosting temporary exhibitions (often associated with the research work of staff), providing teaching and study space for a variety of courses (including the Masters in Museum and Galleries Studies), and hosting outreach visits for schools. The extension will especially assist in the provision of space for temporary exhibitions. MUSA will close from late June 2018 until late September 2019 while the extension work is carried out. In the context of Collections, a new appointment had been recently made in the Principal's Office and would be announced shortly – an Assistant Vice-Principal for Collections and Digital Content, who will have an oversight role in relation to the Library, Museums and the production and curation of academic digital content within the University, as well as handling its relationship with the trustees of the Botanic Garden.

The game-changer in terms of town centre projects is the South Street Madras College site. The University has signed the contract with Fife Council which will enable the excambion which will in due course see Madras College relocated to a new building on land currently in the University's estate at Langlands, and the University taking over the South Street site. It is envisaged that full access to the site will be given in 2021, following the erection of the new Langlands building and the decanting of the School from South Street and Kilrymont. The University is already planning how the new site will be used. The Master, as chair of the Space and Asset Management Group, had given a detailed presentation to Court at its recent strategic away day on different scenarios and uses for the Madras College site, and the knock-on effects to other sites created by the proposed moves. All the activity on the site will be academic and educational in focus – no service unit moves are envisaged. Although not yet decided, the headline thinking is currently that the listed 1833 building that will be retained will be used for library and teaching commons space, which it is not essential to be physically located in the Library itself. The remaining buildings will be knocked down to create space on this eight-acre site for the relocation and co-location of up to three academic Schools. The present intention, although again not yet decided, is to locate all Social Science subjects together, bringing together International Relations, Economics & Finance, and Management and creating spaces that could then be occupied by other Schools e.g. potentially co-locating subjects currently on split sites, such as History and Modern Languages. Possible locations for a University Graduate School are also being reviewed.

In the context of this capital planning and rearticulated strategic focuses, the University is of course giving much attention to its financial situation and its cash flow. Over the summer, the University had secured a very favourable refinancing arrangement for one of its existing loans of £30m, which would ease the cash flow situation over the next few years without creating any significant issues downstream. In addition, substantial fundraising activity would be required in relation to the New College (the placeholder name for the Madras site). As the conclusion of the 600th Anniversary £100m campaign approaches, with its target set to be reached within this academic year, the University is already looking at the next campaign, which will major on the New College. Before brochures have even been produced for the site, a lead donation of £1m has already been received from a major donor. The Principal had recently been in the US and Germany explaining the University's vision for the New College to alumni and donor prospects and everyone was excited by it.

The University was within days of making its Athena Swan institutional bronze award submission – a massive piece of work across the institution, led by the Dean of Arts, who had presented with the Principal at the last General Council meeting on the University's commitment to promote a culture of inclusivity. In this context, the University had, in October, launched a mentoring scheme for mid-career to senior academic women, under the Principal's sponsorship. The Elizabeth Garrett scheme is named after Elizabeth Garrett, who was matriculated by the University in 1862 and then de-matriculated when it realised that she was a woman. Elizabeth Garrett went on to have an extremely distinguished career in medicine and in women's suffrage; it was important to retain such names in the University. The University had also in October had its LGBT charter award renewed. St Andrews is the only HEI in Scotland to hold this status.

As part of its commitment to inclusivity, the University also remains committed to widening access. As previously reported, the Principal has been leading for Universities Scotland on a workstream taking forward a response to the recommendations for universities put forward in the report of the Scottish Government's Commission on Widening Access, a Blueprint for Fairness in 2016. Universities Scotland

had recently launched the report of this and two other workstreams, entitled *Working to Widen Access*, which received widespread media attention and had been largely positively received. The report contained 15 commitments to action in the areas of contextualised admissions policies, articulation and bridging programmes. The Principal presented on this recently at the Scottish Government's Access Delivery Group, of which she is now a member, and which is chaired by Shirley-Anne Somerville. She had also very recently presented on this, and on inclusivity more generally, at a meeting in Edinburgh of the Association of University Administrators, where she had shared a platform with Vice-Principal Brad MacKay and with the Deputy First Minister, John Swinney. The leadership the University of St Andrews is giving in this area is undoubtedly noticed and valued across the sector. The Principal acknowledged the contribution made to widening access of colleagues in Admissions, particularly Julie Ramsay, Beth Shotton, and Mike Johnson, and their teams. As a result of their efforts, and those of many academic staff and students, the University is currently on course to attain its Outcome Agreement target of having 10% of its entrant cohort in 2021 from the 20% most deprived background areas in the Scottish Index of Multiple Deprivation.

In terms of Brexit, the University continues to lobby, respond to consultations and engage with ministers in the UK and Scottish governments. The University also continues to heighten its profile in a number of European contexts. Having recently joined the Europaeum group of universities, a number of Europaeum events had been attended by the Principal and Vice-Principal Brad MacKay. A visit from its chair, Dr Andrew Graham, had been hosted in St Andrews to launch a new doctoral student leadership programme. As part of the Principal's recent trip to Germany, the Principal had launched, at events in Frankfurt, Munich, and Berlin, the University's new German Association, which has been set up to heighten St Andrews' profile in Germany as well as to enable tax-effective giving. There are currently over 1,500 alumni in Germany and it was good to have the opportunity to discuss the University's vision for the future with some of them.

Closer to home, the Principal was looking forward to meeting alumni at alumni carol services in both St Andrews and in London. Before that, the Winter Graduations would recognise honorands from the University of Dundee, as St Andrews continues to join with Dundee in the celebration of its 50th anniversary.

The Principal ended her address with an early wish of compliments of the season to all present and then invited questions from the floor.

Questions from the floor included a question about broadening accessibility in relation to the expansion of student accommodation and the provision of low-cost, affordable accommodation in St Andrews. The Principal acknowledged the importance of this issue and reported that a working group, chaired by the Proctor, was working with the Students' Association to review the current bursary arrangements and work out how best to deliver bursary support for students from non-traditional and disadvantaged backgrounds. This would include examining whether or not the support should be for the entire period of a student's time here and targeted exclusively on accommodation or more broadly. The Principal pointed out that when students were in receipt of loans which were means tested, this had given an automatic indication of the need for support. This was no longer the case for Scottish students which meant that students have to apply for support.

Another question concerned whether, in the attempt to expand student numbers, any thought had been given to expanding the number of subjects offered. The Principal confirmed that, as part of its strategic planning, the University periodically looks at the curriculum and considers which other subjects might be worth offering. Law, for example, had been considered in the past but decided against. Chinese is an

example of another subject being considered, without any commitment at this stage, as a subject which would sit well with International Relations. It was, however, important to bear in mind the considerable investment in teaching staff any expansion in subjects would require. Chinese, for example, would require not only language teachers but also cultural studies experts.

A further question on the University's widening access programme made reference to the great work of the Sutton Trust summer programmes and asked what else the University was doing to ensure that students were being well-prepared to succeed. The Principal agreed that it was crucial for the University to support students once they had been admitted. The University has an excellent retention record, which includes students from disadvantaged backgrounds, and was determined to retain that excellent record. Gateway programmes designed for Physics & Astronomy, Computer Science, Mathematics and Medicine were already running. These support students admitted with lower offers (based on their potential and recognising their non-tradition or disadvantaged background) who have a different first year in which they are provided with additional support to enable them to enter second year at the same level as other students. The broader challenge is to support students who are not admitted on such programmes. An advantage for St Andrews is that teaching still takes place in relatively small groups where it is easier to identify any problems. A Student Experience sub-committee is looking at the transition period. Some difficulty in assimilating is to be expected in the first six months, after which time it is expected that students will develop the resilience to flourish. The Principal acknowledged that access students may require additional support.

A final question enquired whether, with the social sciences being brought together on one site, a Faculty of Social Sciences might be created. The Principal confirmed that this had already been raised and discussed. Whilst recognising the logic behind this suggestion, Economics & Finance, Management and International Relations all interact very effectively with a range of other subjects in the Arts and the University would not wish to prevent these valuable interactions from happening.

The Principal then invited Mr Steve Watt, Chief Information Officer, to deliver his presentation.

5. "Responding to cyber attacks? The threats facing the University and what's being done about them" – presentation by Steve Watt, Chief Information Officer

Mr Watt, Chief Information Officer at the University since 2010, opened his presentation with a quote by Mikko Hyponnen, the Chief Research Officer of the well-respected Scandinavian cyber security company F-Secure, who had said in a recent TED talk, "It's more likely for any of us to become a victim of a crime online than in the real world. In the future the majority of crime will be online."

The term cyber security means different things to different people, but there is a continuum of the various differently motivated groups and of the attack sophistication and our ability to protect ourselves against such attacks. Looking at the national picture, within the last two years, cyber crime has become classified as a Tier 1 Threat, equivalent to international terrorism, major national disasters and international military crises. Social media is a significant issue with WhatsApp, for example, being used as a communications vehicle by terrorist groups on account of its being encrypted.

Cyber crime costs the UK economy almost £30 billion a year. In terms of the overall objectives of cyber criminals, 67% are motivated by profit. Others are motivated by the power/advantage to be gained, sexual gratification, notoriety/kudos, ideology and terrorism. Examples of cyber attacks include the attack by a 19-

year-old based in Northern Ireland in October 2015 affecting four million TalkTalk customers, whose personal data, including some financial information, was compromised.

Universities are attractive to cyber criminals as they have vast computing and network resources and are very collaborative environments in which a lot of information sharing takes place. Crimes created by the internet affecting the university communities, such as phishing, spamming and hacking, did not happen ten years ago. Phishing emails attempt to trick people into parting with their login details, while malware attachments, when opened, infect computers with viruses, some of which can lie dormant for months before becoming activated. There are examples in the university sector of devices being compromised and used to attack other systems, servers being compromised resulting in the need for passwords to be changed campus-wide, and fake emails being sent out to alumni. Social engineering is also a continuous threat to universities, with information being extracted through social interaction e.g. an attacker can talk their way into an office to fit a key logger device which secretly records key strokes for the attacker's own purpose, or simply make a bogus phonecall requesting a password change. Another significant threat is posed by hackers using ransomware to encrypt data and then demand payment for decrypting it and releasing it back to its owner. Decentralisation in Higher Education has made it essential for departments and units looking after their own IT systems to ensure that their systems are patched and secure, while consumerisation has resulted in students increasingly using their own devices, making it essential for increased security measures to be put in place.

Cyber bullying also presents a risk to university communities. Examples of teenagers driven to take their own lives as a result of cyber bullying in Scotland and Canada, and their perpetrators being tracked down by police to the Phillipines and the Netherlands, were used by Mr Watt to illustrate both the serious nature of cyber bullying and the fact that social media transcends geographical boundaries. Mr Watt reassured members that, at St Andrews, frontline IT staff work closely with Students Services to identify any signs of cyber bullying in our student population. St Andrews also took very seriously the duty of all organisations to do all they can to ensure that staff are aware of the potential risks associated with cyber crime. Mr Watt gave examples of City Councils in Scotland where fines were issued following the loss of unencrypted laptops containing personal information and of an employee losing their job as a result of losing a laptop containing sensitive personal information. The University of St Andrews operates a rolling programme of encryption, with all new computers encrypted by default and with a retrospective programme of encryption taking place to protect data stored on hard drives.

Cyber security therefore remains a big threat and challenge for the University, and one which continues to grow due to the fast-moving nature of the field and the growing sophistication of the attackers. As evidenced by examples in the media, many breaches could have been avoided and were down to failures in security. The NHS Trust computer systems which were compromised, for example, had not been patched to the latest security levels. Looking at the University's response to some of these issues, Mr Watt reassured members that there are full-time staff dedicated to patching and related work at St Andrews and that a large proportion of email messages are successfully removed every day on account of containing malware, viral material or some other form of rogue content before reaching people's inboxes. Mandatory information security training has been put in place for all new starts and this is being rolled out to all staff and also students. There are staff dedicated to IT security as their primary role. A password self-service is in place to make it simple to change and manage passwords. Free anti-virus software has been provided for home use by staff and students. The University has a well-established working relationship with law enforcement colleagues in Police Scotland and with the National Cyber Security Centre which opened in 2016. We are also fortunate to be part of the Scottish Government's cyber resilience programme.

There is an ongoing programme of security testing and penetration testing on all of our systems and an ongoing programme to ensure that our patching is up to date.

The Principal thanked Mr Watt for his fascinating presentation and invited questions from the floor.

In response to questions from the floor about whether there was anything alumni should look out for in terms of checking whether an email allegedly from the University was genuine and what to do if an email looked suspicious, Mr Watt recommend vigilance at all times, from hovering over links in emails to check the email address from which they have been sent, to being wary of anything that sounds too good be true (e.g. HMRC tax refunds), or which contains typographical errors. Suspected phishing emails could be reported and investigated by forwarding them to a dedicated email account phishing@st-andrews.ac.uk

A further question concerned what the mandatory training for students involves. Mr Watt explained that online training was provided for students and that there were plans for this to become part of the matriculation process for new and returning students.

A final comment was in relation to students feeling inhibited about reporting cyber bullying. In his reply, Mr Watt made reference to trained student counsellors being available within Student Services and IT Service Desk staff trained to look for signs of cyber bullying. The Principal acknowledged the fact that someone who is being bullied may be uncomfortable disclosing or discussing the issue. She assured members that the University has very comprehensive policies that cover harassment and bullying and very clear procedures that are followed which hopefully make it clear that there are ways in which people can disclose, seek help and know that they will be supported. The Vice-Principal (Governance) confirmed that the University's harassment and bullying policy was currently being revised to send very clear messages, both about the standards expected of students and staff and the processes in place to support people who feel they are the victims of bullying or harassment.

Any Other Competent Business

In the absence of any motions having been received by the Clerk to the General Council in advance of the meeting, the Principal invited any final questions or comments.

Mr Graham Wynd, Convener of the Business Committee, informed members of the funeral arrangements for Archibald Rennie, who had died recently. A former General Council Assessor and Chancellor's Assessor, Mr Rennie had in addition to being a former Court member served as Convener of the Business Committee. Mr Wynd would therefore be representing the General Council at the funeral the following Tuesday. Mr Wynd extended an invitation from Development to join a gathering of alumni in Salvator's Quad on Sunday to participate in their Christmas video shoot. He finished by reminding members of the open invitation to an informal lunch in the Byre Theatre following the meeting, to which all were welcome.

Mrs Jane Watkinson expressed thanks for a very informative meeting, the most informative in a number of years.

There being no further business, the Principal drew the meeting to a close.

Alastair Merrill
Registrar and Clerk to the General Council