

## UNIVERSITY COURT OF ST ANDREWS

AT ST ANDREWS on the 12th day of October 2007 AT A MEETING OF THE  
UNIVERSITY COURT OF THE UNIVERSITY OF ST ANDREWS.

**Present** Mr Simon Pepper, *Rector (President)*; Professor Ewan Brown, *Senior Governor*; Dr Brian Lang, *Principal*; Professor Keith Brown, *Deputy Principal & Master*; Mr William Berry, *Chancellor's Assessor*; Mr Tom d'Ardenne, *President, Students' Association*; Mr Steve Savage, *Director of Representation, Students' Association*; Mr Oliver Markeson, *Rector's Assessor*; Councillor Peter Grant, *Provost of Fife's Assessor*; Miss Kathleen Patrick, *General Council Assessor*; Professor Robert Crawford & Dr Claire Whitehead, *Senate Assessors*; Mr Roy Dittrich, *Non-Teaching Staff Member*; Sir Anthony Bagnall, Dr Norval Bryson, Mr Peter Cabrelli, Mr Alan Harden, Rev Dr Marjory MacLean, Mrs Christina Potter and Mr Graeme Scott, *Co-opted Members*.

**In attendance** Mr Mark Butler, *Secretary & Registrar*; Mrs Lorraine Fraser, *Academic Registrar & Clerk*; Professor Stephen Magee, *Vice-Principal (External Relations)*; Professor Alan Miller, *Vice-Principal (Research)*; Professor Ronald Piper, *Vice-Principal (Teaching & Learning)*; Mr Jon Purcell, *Librarian (Item III 2 only)* Mr Derek Watson, *Quaestor & Factor*; Mrs Amanda Wilman, *Court Co-ordinator*.

**Apologies** Mrs Christine Davis, *Co-opted Member*; Professor Dick Byrne & Dr Charles Warren, *Senate Assessors*.

### I REGULAR BUSINESS

#### 1. WELCOME

The Rector extended a welcome to Alan Harden (non-executive member) and Councillor Peter Grant (representing Fife Council) to their first meeting of Court. Amanda Wilman (Court Co-ordinator) was welcomed to the meeting as an observer.

#### 2. MEMBERSHIP

The Court membership for Session 2007-8 was received and noted.

#### 3. MINUTES OF PREVIOUS MEETING

The minutes of the Court's last meeting held on 30 June 2007 were received and agreed as a correct record, and signed by the President.

#### 4. PRINCIPAL'S REPORT

The Principal provided a written report to members (on file) giving particular attention to the successful start that the University had completed for the new academic session. Members also received the full details of the University's excellent placing in all the major league tables.

## 5. REPORT OF THE ACADEMIC COUNCIL

Court received a report (on file) from the Council's meeting held on 14 September 2007.

## 6. HEALTH & SAFETY REPORT

Court received the report of the Health & Safety Committee's meeting (on file) held on 7 September 2007. In doing so Court was asked to note in particular the implications for the University of the provisions of the Corporate Manslaughter and Corporate Homicide Act 2007.

## 7. AUDIT COMMITTEE

Court received the report of the Audit Committee's meeting (on file) held on 24 September 2007.

## 8. ITEMS REFERRED BY THE CLERK

Court received a report from the Clerk. Information provided included a record of recent staff changes (on file) and confirmation that the Vacation Committee remit had not been invoked.

Court also gave final approval to Court Resolution 2007 No. 1: Foundation of Chairs (attached as Appendix A).

## II PLANNING & RESOURCE COMMITTEE (PARC) BUSINESS

### 1. REPORT OF THE MEETING

Court received the report of the meeting (on file) held on 11 September 2007.

**University Funding:** The Principal and Senior Governor reported on a recent meeting requested by the Senior Governor, held with the Chair and the Chief Executive of the Scottish Funding Council. The meeting had provided a positive opportunity for the University to outline the contributions it makes to the Scottish economy and the funding pressures faced by the University. There was little comfort from the Funding Council that they wished to move away from their formulaic approach to funding, which did not recognise the particular strengths and qualities of St Andrews, but there was an indication that funding for major capital projects such as the new Institute of Medicine and the Sciences might be forthcoming.

The Principal also reported on discussions with the Principals of the Universities of Edinburgh, Glasgow, Dundee and Aberdeen regarding shared concerns and proposed actions in relation to the effect of the formulaic funding had on research intensive universities.

**Comprehensive Spending Review:** Court was updated on proposed discussions with Scottish Ministers regarding the funding of Universities following the outcome of the recent Comprehensive Spending Review.

## 2. SUMMARY FINANCIAL REPORT

Members received the Summary Financial Report from 1 August 2006 to 31 July 2007. The Quaestor and Factor reported that the final meeting with the Auditors had been completed satisfactorily and the Accounts would be presented to the December meeting of Court. It was anticipated that in future the final accounts would be submitted to the October Court meeting for approval.

## 3. STRATEGIC PLAN

Court received the first draft of the 10 year Strategic Plan for the University.

Members discussed key aspects of the plan including the four scenarios outlined, the risk and performance issues and specific issues relating to the structure of the plan, the core purpose of the University and the strategic objectives for the University.

**Scenarios:** the scenarios and other potential areas to be explored were discussed. In particular members considered whether there might be an alternative funding model for Higher Education in Scotland to include major private and corporate funding alongside government funding.

Members agreed that scenario setting was to provide focus. However a need to remain adaptable and flexible to external issues was crucial. It was important not to put acknowledged current strengths, such as an admissions policy based on ability and merit, at risk.

**Risks and Performance:** Members suggested that the identified risks should be clearly stated within the plan even if steps were proposed to mitigate against such risks. For example, the risk related to size and the need to focus on excellence if the University continued to keep numbers at current levels, especially as some direct competitors could be in a position to generate further income from higher student numbers.

It was generally recognised considerations of the size and shape of the university in the future was key. The potential for partnerships and strategic alliances required to be part of the future plans and these needed to be addressed in the next draft of the plan. It was particularly important in relation to research for critical mass to be created to generate appropriate levels of funding.

It was agreed that risk appetite and risk management should be a key part of the planning scenarios. It would therefore be critical that the next version of the plan developed detailed, evidenced options that reflected the reality of the Higher Education environment within which the University operated.

**Objectives:** Members urged that the plan clearly aligned with the University's aspirations as a centre of excellence, whether this is in a Scottish, UK or international context. The University was currently in the top five in the UK and a long term aspiration to remain in this position would be challenging.

The future funding of Higher Education in Scotland would also have a critical effect. There would be no single solution to the funding mix but the options required to be fully understood.

Underpinning all aspects of the Plan was the requirement for a clear demonstration of value for money and a demonstration of excellence in all aspects of the University's work as well as well focused and relevant Key Performance Indicators.

It was agreed that the next version of the Plan, including much greater detail and specific proposals from the management team, would be the focus for discussion at the December Court Away Day. Care would be required to ensure that the December 2006 discussions were not revisited unnecessarily.

#### 4. PROPERTY MATTERS

The Quaestor presented a paper (on file) outlining key developments in relation to property. In receiving the paper Court approved the following:

**i. Marine Science Infrastructure:** to continue discussions with [*a potential funder*] in relation to the long term development of the harbour area and Gatty with a view to delivering world class research and public engagement in marine science.

**ii. Residential Investment:** to pursue discussions with [*a charitable trust*] regarding the redevelopment of Fife Park to provide replacement student accommodation.

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

**iii. Commercialisation of Research:** to pursue discussions with appropriate commercial partners with a view to expanding research accommodation at the North Haugh.

**iv. Lease at Strathy:** (recognising that there could be some costs attached) to approach the Scottish Government with a view to becoming the lessee for Strathy Point Fishery and Related Bothy in Sutherland.

**v. Bute Medical School:** to note the current position and anticipated maximum costs of the revised proposals.

It was noted that, other than iv, where immediate decisions were likely to be required, full business cases would be provided to Court Members in due course. PARC would consider the Bute Medical School proposal in detail at its November meeting.

#### 5. 600<sup>TH</sup> ANNIVERSARY

The Vice-Principal (External Relations) presented a comprehensive paper (on file) to Court regarding the University's plans in relation to the 600<sup>th</sup> Anniversary. Views were sought from Court members regarding the proposals outlined in order that more detailed plans could be presented for debate at the December meeting. Some concerns were raised as to whether the fundraising targets were realistic in view of the University having no track record of having raised this level of funding in the past. It was accepted that a key test in this area would be in relation to the funding required for the new Institute of Medicine and the Sciences.

### III ANNUAL REVIEWS

#### 1. ACADEMIC STRATEGY

The Deputy Principal and Master gave Court Members a presentation on the development of a future Academic Strategy for the University. The strategy would be a key dimension of the overall institutional strategic plan.

Discussions focused on three key areas:

**i. Student Population.** There were issues relating to any increase in the student population, which included consideration of the impact on the town and the estate. It was recognised that an increase from 7,000 to 8,000 students may be achievable but anything beyond this would have major implications if this were achieved through direct attendance in St Andrews rather than collaborative partnerships or off-campus learning.

The social inclusion agenda also had the potential to impact on the size and nature of the student population. The University was already actively working in partnership with schools to encourage a wide cross-section of applicants. However it was also agreed that there was a need to clearly articulate in the Academic Strategy and the Strategic Plan how the social inclusion agenda would be addressed, whilst maintaining academic excellence.

**ii. The Academic Portfolio.** Consideration was given to whether new subjects should be introduced into the University and if so how this could be achieved. Incremental growth from within existing subject groups was suggested as the most appropriate approach, as had been the case for Sustainable Development. Additionally strategic partnerships could provide an effective route to new areas for development as well as facilitating multiple entrance routes. It was accepted that new subject areas should only be considered if the University could ensure excellence in delivery and that our contribution would be better than was currently available.

**iii. The Balance of Research.** The balance between pure and applied research was explored. It was critical that the university remained a centre for excellence in pure research. However every opportunity should be taken to apply research outputs practically where this was possible. The issue of employability of graduates also had to be borne in mind and therefore it would be important to look closely at the Knowledge Transfer agenda. The key issue being that graduates should leave St Andrews with the knowledge and skills to enable progression to the next stage of their career whether that was employment, further study or research.

Court thanked Professor Brown for an excellent presentation of the issues and for having provoked a good discussion.

#### 2. LIBRARY SERVICES

Jon Purcell, Director of Library Service, joined the meeting to update members on Library Services and the ongoing developments. In addition to facts and figures on the library budget and usage Mr Purcell provided information on the changing trends in relation to the provision of library services. These included the move from

the physical library to the virtual library; the changing emphasis from physical holdings to improved access to material; the increase in usage of library resources in students but a decrease in staff usage and the increased academic liaison to align the Library with teaching and learning.

Challenges facing the Library for the future in addition to the physical environment were focused around resources management, both physical and human. Changing expectations of users required the service to focus on customer care and to ensure value for money, particularly in relation to resource acquisition. Greater use could also be made of the collections to support teaching and research. To deliver the challenges investment in the development of staff competences would be required as well as improved communication to all constituencies.

Mr Purcell assured members that despite predictions to the contrary, the printed word was still of primary importance particularly in relation to the provision of supporting material for Arts subjects.

Court thanked Mr Purcell for a very interesting insight to this important part of the University's service to students and staff.

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

##### **1. Equal Pay Statement**

Members received and approved a revised Equal Pay Statement, which the University required to publish with immediate effect.

##### **2. Student Matters**

The Students Association President reported on a very successful Orientation Week, start to session and the Student Experience Week. In addition the summer months had seen a number of student shows promoted on the Edinburgh Fringe, the University Debating team reaching the final of the European Championships and the STAR FM radio station broadcasting full-time via the Web.

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

The Court Away Day would run from Thursday 6 to Friday 7 December 2007 at the Old Course Hotel, St Andrews and would conclude with the December meeting of Court commencing at 2pm on Friday 7 December 2007.

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**UNIVERSITY COURT OF ST ANDREWS**

AT ST ANDREWS ON THE 6<sup>TH</sup> DAY OF DECEMBER 2007  
at a MEETING OF THE UNIVERSITY COURT OF THE UNIVERSITY OF ST ANDREWS

**Present** - Mr Simon Pepper, *Rector*; Professor Ewan Brown, *Senior Governor*; Professor Keith Brown, *Deputy Principal & Master*; Mr William Berry, *Chancellor's Assessor*; Mr Tom d'Ardenne, *President, Students' Association*; Mr Steve Savage, *Director of Representation, Students' Association*; Mr Oliver Markeson, *Rector's Assessor*; Miss Kathleen Patrick, *General Council Assessor*; Professor Dick Byrne, Professor Robert Crawford, Dr Claire Whitehead & Dr Charles Warren, *Senate Assessors*; Mr Roy Dittrich, *Non-Teaching Staff Member*; Sir Anthony Bagnall, Dr Norval Bryson, Mr Peter Cabrelli, Mrs Christine Davis, Mr Alan Harden, Rev Dr Marjory MacLean, Mrs Christina Potter and Mr Graeme Scott, *Co-opted Members*.

**In attendance** - L E Fraser (Academic Registrar & Clerk)

**Apologies** - Councillor Peter Grant, *Provost of Fife's Assessor*; Dr Brian Lang, *Principal*

**1 APPOINTMENT OF SELECTION COMMITTEE - PRINCIPAL**

The Senior Governor outlined the process that had been undertaken to identify potential representatives of Court and Senate for the Selection Committee to appoint a new Principal.

Court members were thanked for their engagement in the process and co-operation in identifying potential candidates from Court for the Committee.

Senate members had been invited to submit applications to be considered for the Committee and sixteen applications had been received from Senate members.

Following consultation with the Vice Principal (Governance and Planning) and the Academic Registrar & Clerk the Senior Governor proposed a final Committee comprising four Court members, four Senate members, one independent member and the President of the SRC attending *ex officio*. The Vice Principal (Governance and Planning) would act in an advisory capacity to the Committee.

Court approved the following individual members of the Selection Committee:

Court

Professor E Brown  
Dr N Bryson  
Mr P Cabrelli  
Mr A Harden

Senate

Professor J Bebbington  
Professor R Crawford  
Professor A Mackenzie  
Professor P Willmer

The first meeting of the Selection Committee was scheduled to take place on Friday 7 December 2007. The Committee would select its convener and appoint the independent member

## **2 CONSULTATION PROCESS**

The Senior Governor provided information on the consultation process with the wider University Community. A questionnaire would be issued to all staff and students in early December with a view to providing information to the Selection Committee and the Head Hunters on the personal and professional attributes that should be sought in a new Principal. It was also anticipated that the selected Head Hunters would also wish to consult with key stake-holders within and outwith the University.

A progress report on the Selection Process would be provided to the February meeting of Court.

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**UNIVERSITY COURT OF ST ANDREWS**

AT ST ANDREWS ON THE 7<sup>TH</sup> DAY OF DECEMBER 2007  
at a MEETING OF THE NON-EXECUTIVE MEMBERS  
OF THE UNIVERSITY COURT OF THE UNIVERSITY OF ST ANDREWS

**Present** - Professor Ewan Brown, *Senior Governor*(*Convenor*) Mr Simon Pepper, *Rector*; Dr Brian Lang, *Principal (Items 4 & 5 only)*; Mr William Berry, *Chancellor's Assessor*; Miss Kathleen Patrick, *General Council Assessor*; Sir Anthony Bagnall, Dr Norval Bryson, Mr Peter Cabrelli, Mrs Christine Davis; Mr Alan Harden, Rev Dr Marjory MacLean, Mrs Christina Potter and Mr Graeme Scott, *Co-opted Members*.

**In attendance** - L E Fraser, *Academic Registrar & Clerk*

**Apologies** - Councillor P Grant, *Provost of Fife's Assessor*

**1. SENIOR GOVERNOR'S REVIEWS**

The Senior Governor thanked members for their interest and engagement in the recently held review meetings. Members had completed questionnaires in advance of their meeting on aspects of the Court processes. The principal issues arising from the questionnaires (attached) formed the basis of the discussion.

**2. EVALUATION OF COURT PROCESSES****2.1. Meeting Agendas, records**

Members were concerned about the quality of advice provided by external consultants. There had also been a recent increase in the number of occasions when consultants had been engaged to undertake work for the university. Members sought assurances that this was always necessary and that a lack of appropriate expertise within the staffing was not the cause.

In general, members were satisfied with the quality and style of the papers and reports presented at meetings with an appropriate balance between written reports and verbal executive reports. It was however important that staff took steps to address issues highlighted by committees.

**2.2. Strategy Development**

Members had expressed some dissatisfaction with progress on the Strategic Plan, although the reasons for this were understood. Members were impressed with the progress made in a short space of time by the Vice Principal (Governance & Planning) and felt generally more confident with this approach.

### **2.3. Members Knowledge, Succession Planning and Management Development**

Members felt that they did not have sufficient exposure to and knowledge of management skills and talent within the University and were not satisfied that they could judge whether management development and succession plans would meet the University's future needs. At the same time it was recognised that there was a balance to be struck in relation to how involved Court members should be.

Members were impressed with the speed with which recent senior promotions and changes in management responsibilities had been made and with the willingness of staff to take on additional responsibilities. Court should therefore be able to feel more confident through the knowledge that there were experienced staff in senior positions. The Principal's Office knew their staff and it was important they encouraged development within the teams that supported them.

Concern was expressed in relation to the delay in developing Key Performance Indicators (KPIs) for the University. These had been due to be available from November 2006 but were still awaited. The Principal's Office would be asked to look at the KPIs developed by the Committee of University Chairs as a basis for setting the appropriate measures for St Andrews.

### **2.4. Risk Management and Control**

A culture of risk management required to be embedded within the culture of the University through the Strategic Plan and the supporting strategies. Only a limited amount of work on risk management had been carried out to date.

### **2.5. Remuneration Committee**

Members were concerned at the lack of a formal performance appraisal system for the Vice Chancellor and senior management team that incorporates clear objectives and measures of success

## **3. AREAS IDENTIFIED FOR DISCUSISON**

### **3.1. Location and Time of meetings**

The location and timing of Court and Court committee meetings was discussed. In view of the number of members who were in full-time employment and/or who lived some distance from St Andrews, members agreed that, particularly in relation to committees, there should be meetings each year outwith St Andrews and/or in the early evening.

### **3.2. Governance and Committee membership**

The number of committees and the type of business and decisions each took was considered. It was important that the Governance and Nominations Committee ensured that there was an appropriate skill set within each Committee to ensure that business operated effectively. This would support the new format of the Court agenda whereby the Committees took decisions within authority delegated to them by Court. There was some concern that the Court may be missing out on looking in detail at some items of regular business. The Senior Governor reminded Convenors that they must be proactive in starring items on the Court agenda to ensure that key issues were brought to the attention of the Court. If the Committees were working effectively and had strong Court representation, Court should not require to revisit Committee decisions but must be kept properly informed.

The Committees were key in monitoring and providing proper governance to the decision-making processes and to ensuring that work was being carried out effectively. However it was essential that members did not get drawn into the management processes of the University.

The suggestion of possibly appointing a recently retired senior academic to Court was considered. Members agreed that this could be one of the desirable categories considered by the Governance and Nominations Committee. However the overall balance of skills on Court was critical and therefore this should be the primary concern when identifying new members for Court.

Consideration was given as to whether opportunities should be given to members to rotate between committees during their tenure on Court. It was agreed that the Governance and Nominations Committee should consider this whilst ensuring skills were being used appropriately. In future there would also be consultation with the appropriate Court members when finalising the membership of Committees. Where members were also serving on other (non-Court) committees, this should be made known to the Governance and Nominations Committee to ensure that the work was spread fairly.

### **3.3. Balance of Committees and Timing of Meetings**

Members agreed that it was now an appropriate time to move ahead with the embedding of the remit and work of the Equal Opportunities Committee into the Staff and Student Services Committees. This would be formally proposed at the Court meeting.

The establishment of a separate Risk Committee was not thought to be appropriate. Risk considerations should be embedded in the culture and work of all Committees and the University generally through the implementation of the Strategic Plan and the supporting strategies. The rolling timetable of committee meetings had been recognised as being

inappropriate in some cases. The annual schedule of all the University Committees was now being reviewed by the Academic Registrar & Clerk with the Vice Principal (Governance and Planning).

The Audit Committee met without staff present at least once each year (usually for a few minutes at the start or finish of a regular Committee meeting) and this was now regarded as best governance practice. Other Committees, such as the Student Services Committee, were encouraged to consider introducing this into their agendas.

### **3.4. Procedures review**

A number of key procedures would be clarified within the revised Court Handbook.

Concern was expressed about the lack of clarity in relation to the Whistleblowing Policy. The current information was not particularly clear, not easy to locate on the University Web site and included jargon which meant that the procedure was not particularly accessible to staff. A review of the procedure was therefore essential.

*The Principal joined the meeting to discuss key issues with Court members*

## **4. DISCUSSION WITH THE PRINCIPAL**

### **4.1. Use of Consultants**

Members discussed with the Principal the issue of using consultants to carry out work for the University and whether there was always value for money. It was recognised that there had been a particular reliance on the use of external consultants by the previous Secretary and Registrar in the last year. The Principal re-assured members that the normal practice was to use external professional support for areas where an appropriate level of expertise did not exist within the University. This would normally include legal matters (e.g. intellectual property, student issues, employment and staff matters). Currently external IT expertise was being used to inform the technical aspects of the development of the IT strategy as there was not a sufficient level of technical expertise available within the University.

### **4.2. Risk Awareness**

Members asked the Principal whether he believed there was a culture of risk awareness across the University generally. The Principal updated members on how the Vice Principal (Governance and Planning) was approaching the development of strategic plan and supporting strategies and the embedding of risk assessment and awareness within these. In addition a short-life Working Group of Service Directors had been established to undertake a review of operational risk matters and the redevelopment of the Risk Register. Schools and departments were responsible for identifying and managing risks locally under the direction of the Head of School or Service.

The Audit Committee would continue to report annually to Court with assurance that appropriate measures were in place to identify and manage risks appropriately.

#### **4.3. Management structure and Succession Planning**

The Principal assured Court that proper consideration was being given to succession planning. The service reviews that the key Directors were undertaking via the presentations to Court was assisting members to become more familiar with this particular group of staff. The University was working to build capacity at the level of middle managers. Work was ongoing with the Heads of School and the Principal's Office to instil a culture of decision-making and executive decisions. Additional capacity was also being built into key teams at a senior level. Two recent appointments to progress this had been made in admissions and finance.

Successful succession planning had been recently demonstrated through the senior appointments, all of which were from within the university. The Principal's Office team was now working together better than it had been two months ago.

The Principal felt that internal staff skills were well complimented by Court members providing high-level expertise and giving guidance on accessing appropriate skills from external sources.

It was suggested that practical steps to address the issues that members had raised would be greater exposure to the layer of management immediately below the Principal's Office (this will be helped by the annual reviews at Court of all the main service directorates) and a general review of management strength and depth each year with the Principal of the next two reporting lines.

#### **4.4. Planning for the future**

The Principal emphasised the importance of moving into a period of stability and confidence building. Staff strengths and developing skills for succession planning was regularly a topic of discussion between the Principal and the Senior Governor. Although there was no formal succession plan in place, the key was to build the capacity within staff to take advantage of a range of career paths whilst being aware of the importance of managing the risk of losing key staff.

The Principals' Office was aware of the vulnerable areas and where the high flyers and talent was located within the University. The Schools had different issues from the Service areas with a low turnover of staff and a greater difficulty in appointing good people for some posts.

Members indicated to the Principal how impressed they had been with the apparently seamless transition to the new structure. The team appeared to be

working well and was already making significant progress with the strategic planning and developments that were required.

## **5. ACTIONS**

### **5.1. Actions identified**

Members agreed to take a number of aspects of the Effectiveness Review forward as follows:

- The July 2008 Court meeting would be held in Edinburgh, possibly at the Zoo
- The Governance & Nominations Committee would be asked to look at the rotation of members around committees.
- Members would be consulted on the Committees to which they were being allocated
- The timetable of Committee meetings would be reviewed by the Academic Registrar & Clerk with the Vice Principal (Governance & Planning) to improve the business flow.
- Steps would be taken to wind up the Equal Opportunities Committee and embed the responsibilities within the remits of the Student Services and Staff Committees
- Appropriate Committees would be invited to consider meeting annually without the staff members present
- A review of the University's Whistleblowing Policy would be undertaken with a view to making the Policy more accessible to staff.

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**Present** - Mr Simon Pepper, *Rector* (President); Professor Ewan Brown, *Senior Governor*; Dr Brian Lang, *Principal*; Professor Keith Brown, *Deputy Principal & Master*; Mr William Berry, *Chancellor's Assessor*; Mr Tom d'Ardenne, *President, Students' Association*; Mr Steve Savage, *Director of Representation, Students' Association*; Mr Oliver Markeson, *Rector's Assessor*; Miss Kathleen Patrick, *General Council Assessor*; Professor Robert Crawford, Dr Claire Whitehead, Professor Dick Byrne & Dr Charles Warren, *Senate Assessors*; Mr Roy Dittrich, *Non-Teaching Staff Member*; Sir Anthony Bagnall, Dr Norval Bryson, Mr Peter Cabrelli, Mrs Christine Davis, Mr Alan Harden, Rev Dr Marjory MacLean, Mrs Christina Potter and Mr Graeme Scott, *Non-Executive Members*.

**In attendance** - Mrs Lorraine Fraser, *Academic Registrar & Clerk*; Professor Stephen Magee, *Vice-Principal (External Relations)*; Professor Alan Miller, *Vice-Principal (Research)*; Professor Ronald Piper, *Vice-Principal (Governance & Planning)* Mr Derek Watson, *Quaestor & Factor*; John Maguire, *Director of Estates* & Roger Smith, *Director Residential & Business Services (Item I only)*.

**Apologies** - Councillor Peter Grant, *Provost of Fife's Assessor*

**I. ANNUAL REVIEWS****1. ESTATES**

John Maguire, Director of Estates, gave Court a presentation on the core business of Estates .

He had changed the structure during the last year to remove reporting layers between the Director and the foremen. This had produced measurable benefits to service delivery.

A new apprenticeship programme had recently been started. There were currently eight apprentices embarking on a four-year programme with the objective of providing, over time, a stable and well trained workforce .

Mr Maguire also updated Court on a number of major projects. These included "Living Links" - a Primate Study Centre at Edinburgh Zoo, which was due for completion by the end of December 2007; and MUSA - the Development of a Museum facility for the University involving the conversion of a Grade B listed coach-house on the Scores.

The general maintenance services in Estates had experienced a significant increase in the number of call-out requests, with many expressed as "urgent". This was currently being investigated to establish why and would result in further work being undertaken with schools and departments to ensure appropriate information is provided with such requests. There was an

ongoing need to balance expectation with what it was possible to deliver in terms of a service.

There was an ongoing review of relocating Estates to the North Haugh. The Westburn facility was not fit for purpose and the property was of high value and could probably be better utilised.

Court thanked Mr Maguire for an informative presentation.

## **2. RESIDENTIAL & BUSINESS SERVICES**

Roger Smith, Director, provided a presentation on the services delivered through Residential and Business Services.

Mr Smith indicated that around half the student population was housed in University accommodation, which generally ran at a 99% occupancy level. The style of residential accommodation requested was now moving more towards en-suite catered and self-catered facilities rather than the traditional style of student residences. This provided challenges for the future with Fife Park coming to the end of its useful life by 2010 and the ongoing issues of multiple occupancy licences with Fife Council. A focus for the next two years would therefore be to look at funding options to support future residential developments.

The service also required to be aligned with the academic strategy to ensure the service could meet future demands. For example, the increase in the number of students in the Faculty of Medicine from 2009 would create a demand for more bed spaces. In addition the increase in the number of postgraduate students affected occupancy rates all year round.

Other initiatives and challenges being undertaken by the service included :-

- Nutrition – students were now more health conscious and therefore the service had changed to provide more salad bars, a higher level of fruit provision and more healthy eating options;
- Sustainability – residences had been set a challenge to reduce carbon emissions;
- Health and safety – the service was currently struggling to identify some physical solutions to some of the fire risk assessments and a further audit was scheduled for January 2008;
- Commercialisation – considerable work had been undertaken with a view to improving the commercialisation strategy for the service. In the last financial year £2 million had been contributed back to the University from a total turnover of £15.25 million.

Mr Smith apprised members of the ongoing challenge of managing unsupervised alcohol consumption within the residences. This was believed to be due to a changing culture in the student population, resulting in fewer students going out for a drink. It was, however, a significant issue that required to be addressed within the University managed accommodation.



Court thanked Mr Smith for his detailed account of the work of the service and for highlighting the key challenges for student accommodation in the future.

## **II. REGULAR BUSINESS**

### **1. MINUTES OF PREVIOUS MEETING**

The minutes of the Court's last meeting held on 12<sup>th</sup> October 2007 were received and agreed as a correct record, and signed by the President.

### **2. PRINCIPAL'S REPORT**

The Principal provided a written report to members (on file, Ct 07/12) giving particular attention to the changes to the Senior Management Structure, and the University's recent success in the THES Higher Education Awards.

### **3. REPORT OF THE ACADEMIC COUNCIL**

Court received a report (on file, Ct 07/13) from the Council's meeting held on 23 November 2007.

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

Court received the report of the SLAS Committee meeting (on file, Ct 07/14) held on 8 October 2007.

### **5. EQUAL OPPORTUNITIES COMMITTEE**

Court received the report of the Equal Opportunities Committee meeting (on file, Ct 07/15) held on 9<sup>th</sup> October 2007, and supported the proposal to mainstream equality in the core business of the University. It was therefore agreed that the Governance and Nominations Committee meeting in March should consider re-drafted remits for the Staff Committee and the Student Services Committee, encompassing the business previously considered by the Equal Opportunities Committee, and make recommendations to Court.

### **6. STAFF COMMITTEE**

Court received the report of the Staff Committee meeting (on file, Ct 07/16) held on 9<sup>th</sup> October 2007 and in doing so formally approved the policies recently developed and revised by the Committee.

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

Court received the report of the Academic Audit Committee (on file, Ct 07/17) held on 17<sup>th</sup> October 2007.

## 8. INVESTMENTS & COLLECTIONS COMMITTEE

### (a) Report of Meeting

Court received the report of the Investments & Collections Committee (on file, Ct 07/18) held on 29<sup>th</sup> October 2007.

### (b) Display of University Maces

Court approved the proposal to display the University's Mediaeval Maces in the new Museum of the University of St Andrews (MUSA). The proposal (Ct 07/19) had been supported by PARC who believed it was important to ensure such items of historical interest received appropriate prominence in the Museum.

## 9. AUDIT COMMITTEE

Court received the report of the Audit Committee's meeting (on file, Ct 07/20) held on 5 November 2007.

## 10. STUDENT SERVICES COMMITTEE

Court received the report of the Student Services Committee meeting (on file, Ct 07/21) held on 9<sup>th</sup> November 2007.

## 11. REMUNERATION COMMITTEE

Court received the report of the Remuneration Committee meeting (on file, Ct 07/22) held on 12<sup>th</sup> October 2007.

## 12. CLERK'S ITEMS

Court received a report from the Clerk. Information provided included a record of the recent staff changes (on file, Ct 07/23) and notification of the appointment of Professor Al Dearle as Head of Computer Science from 1 February 2008.

**Registrar to General Council :** Court formally approved General Council's recommendation to appoint Mr Stephen Magee, Vice-Principal (External Relations) as Registrar to General Council with immediate effect.

**Wardlaw Professor :** Court approved the appointment of Professor David Brown, School of Divinity as a Wardlaw Professor.

## III. PARC BUSINESS

### 1. REPORT OF MEETING

Court received the report of the meeting (on file, Ct 07/24) held on 20<sup>th</sup> November 2007.

**Environmental Strategy:** Court noted the University's impressive degree of engagement with the environmental strategy. In particular, it was noted that good progress had been made to address water consumption but energy costs and consumption remained a cause for concern.

It was suggested that future annual reports should include information on the University's total environmental footprint with appropriate benchmarking information where this was available.

**Students' Association Financial Position:** It was reported that more clarity on Court – Student Association Board matters would be available in February.

Court requested that future reports received from the Students' Association should detail issues facing the Association in terms of matters of finance and estate as well as a detailed account of the services delivered as a result of the University's grant.

A further proposal on the future funding of the Association would be presented to PARC following discussions between the Quaestor, the Principal, the President of the Association and the Chair of the Association Board.

**Comprehensive Spending Review:** Members recognised that this had been a matter of detailed consideration during the previous 24 hours. It was noted that the Scottish Government was establishing a Future Funding Working Group and the terms of reference of this group would be key to the University's confidence in any resulting proposals.

A meeting was being sought between the First Minister, Fiona Hyslop, the Principal and the Senior Governor with a view to putting a case for changes to the funding of higher education that would result either in the institution being appropriately funded by Government to allow them to flourish or through being given permission to earn appropriate levels of funding.

## 2. DEVELOPMENT COMMITTEE REPORT

The Principal and the Vice-Principal (External Relations) presented the Development Committee Report to Court (on file, Ct 07/25). Members noted that the Major Gift level was now categorised as being around £50k.

**MUSA :** There was still a £1.2 million funding requirement for the new Museum. It was proposed that a number of development opportunities should be established around the time of the opening to encourage further levels of support. In addition Court members were encouraged to inform members of the Principal's Office of potential supporters that could be involved in such events.

Members noted the new staff structure proposed for the Development Office.

### **3. RES REVIEW REPORT**

Court received a report on the recent RES Review (on file, Ct 07/26). The Vice-Principal (External Relations) provided members with further information on the proposed new structure that would improve efficiency and should provide a seamless flow through all the required stages regardless of the size of grant involved.

Court thanked Mr Magee for his work with the review and supporting the implementation of the new structure and processes.

### **4. KNOWLEDGE TRANSFER STRATEGY**

Professor Alan Miller (Vice-Principal, Research) presented the Knowledge Transfer Strategy (on file, Ct 07/27) to Court.

All UK Research and Funding Councils had moved to strategies with a greater emphasis on Knowledge Transfer (KT) rather than commercialisation. As a result a number of funding initiatives were in place to support the move.

The key reasons for the University's engagement with the Knowledge Transfer agenda included:

- Opportunities for direct income generation through the exploration of research and other activities;
- Access to funding from the SFC Knowledge Transfer Grant;
- Demonstration that universities such as St Andrews make a valuable contribution to the local and national economy via research and,
- The provision of opportunities for academic staff to engage in the knowledge transfer and commercialisation of their research outputs.

There were clear opportunities to increase the University's income from licence arrangements and patents to around £1 million and opportunities for this would be identified from the current research profile.

Key elements of taking the strategy forward included the establishment of an Innovation Fund (with the potential for matching funding from Scottish Enterprise - Fife) the development of Strategic Partnerships with outside bodies and the establishment of a 'Innovation Centre' as an incubator for spin-out and spin-in companies.

Court welcomed the update on the strategy development and noted that Knowledge Transfer (Policy and Practice) was the subject of a conference to be hosted by the University in St Andrews in April 2008.

### **5. PROPERTY ISSUES**

The Quaestor presented a paper (on file, Ct 07/28) outlining key developments in relation to property. In receiving the paper Court considered the following:

- (i) **New Medical School Building** - the transformational aspect of this project would be key to the project's success. Members felt that the draft funding brochure was too defensive and required to be more upbeat and positive to sell the concept.
- (ii) **Oceans Institute** - outline design stages were progressing well. It was noted that detailed proposals would be submitted for consideration and approval at the January PARC and the February meeting of Court.
- (iii) **Residential Renewal/Expansion** - Court noted that the expanding student numbers in medicine alone would mean it was critical to maintain and expand capacity. A number of options for funding developments were currently being considered and, subject to the progression of these more concrete proposals, would be available in late January or early February.
- (iv) **Innovation Centre** - an outline design had been developed for discussion with the Local Planning Authority. The identification of pre-let tenants and engagement from Scottish Enterprise Fife would result in no capital exposure for the University.
- (v) **Renewable Energy** - public consultation would be undertaken over the next 3-4 months, particularly in relation to the Upper Kenly Farm proposals.

Energy Generation was also being considered as an integral part of all the proposed North Haugh developments.

## 6. STRATEGIC PLAN

Professor Piper (Vice-Principal-Governance and Planning) presented a paper to Court (on file, Ct 07/29) outlining the revised process being adopted to develop the University's Core Strategic Plan. In addition to the Core Plan a number of secondary strategies were also under development.

Members welcomed the clarity in relation to the new development process and the supporting timetable. It was recognised that this would be a partly iterative process in relation to the development of the core Strategic Plan and the secondary strategies and the need for each to inform the other. However, it was also recognised that it was essential to proceed with the development of the core Strategy rather than waiting until all the supplementary strategies were formulated.

An early version of the core Strategic Plan would be presented to PARC for consideration in January and subsequently for a detailed discussion at the February Court meeting.

#### **7. ANNUAL ACCOUNTS 2006-2007**

Court received and approved the Annual Accounts 2006-2007 for signature (on file, Ct 07/30).

It was noted that the overall financial performance for the year was close to breakeven with the large adverse variance from previous periods being largely attributable to the national pay review.

Members noted that PARC scrutinised the Management Accounts and would routinely report to Court any deviations from budget.

#### **8. ANNUAL REVIEW OF ACADEMIC AND ACADEMIC RELATED FEES**

Members received and approved the proposed Academic Fees and Academic Related Fees for session 2008/9 and noted the indicative fees for 2009/10 and 2010/11 (on file, Ct 07/31). The increases proposed were broadly based on current RPI.

#### **9. ANNUAL REVIEW OF STUDENT RESIDENTIAL CHARGES**

Members received and approved the Student Residential Charges for session 2008/9 (on file, Ct 07/32). In doing so members noted that the increases proposed were based on the RPI as at September 2007.

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

#### **(i) Governance and Nomination**

Members noted that Sir Brian Ivory, Convener of the Governance and Nominations Committee would attend the May Court meeting to provide a report on Governance and Nominations matters.

#### **(ii) Venue of July Court Meeting**

As a result of the discussions and review of the effectiveness of Court it was agreed that the meeting of Court scheduled for 4 July 2008 should be held outwith St Andrews.

It was proposed that the meeting would be held at Edinburgh Zoo to accommodate an afternoon visit by members to the University's Living Links Research facility.

**V. DATE OF NEXT MEETING**

Friday 15<sup>th</sup> February 2008 at 10.00 in the Senate Room, St Mary's College.

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## UNIVERSITY COURT OF ST ANDREWS

AT ST ANDREWS on the 15<sup>th</sup> day of February 2008 AT A MEETING OF THE  
COURT OF THE UNIVERSITY OF ST ANDREWS

**Present:** Mr Simon Pepper, *Rector* (President); Professor Ewan Brown, *Senior Governor*; Dr Brian Lang, *Principal*; Professor Keith Brown, *Deputy Principal & Master*; Mr William Berry, *Chancellor's Assessor*; Mr Tom d'Ardenne, *President, Students' Association*; Mr Steve Savage, *Director of Representation, Students' Association*; Mr Oliver Markeson, *Rector's Assessor*; Councillor Peter Grant, *Provost of Fife's Assessor*; Miss Kathleen Patrick, *General Council Assessor*; Professor Robert Crawford, Dr Claire Whitehead & Dr Charles Warren, *Senate Assessors*; Sir Anthony Bagnall, Dr Norval Bryson, Mr Peter Cabrelli, Mrs Christine Davis, Mr Alan Harden, Rev Dr Marjory MacLean, Mrs Christina Potter and Mr Graeme Scott, *Non-Executive Members*.

**In attendance:** Mrs Lorraine Fraser, *Academic Registrar & Clerk*; Mr Stephen Magee, *Vice-Principal (External Relations)*; Professor Ronald Piper, *Vice-Principal (Governance & Planning)*; Mr Derek Watson, *Quaestor & Factor*; Professor R H MacDougall, *(Dean of Medicine) Item II (2) only*, Ms Mairi Stewart (*Director of Human Resources*), Ms Chris Lusk (*Director of Student Support*), Mr Paul Brown (*Director of the Careers Centre*)

**Apologies:** Mr Roy Dittrich, *Non-Teaching Staff Member*

### I. REGULAR BUSINESS

#### 1. THANKS

Members recorded their thanks to Professor Richard Byrne for his contribution to the business of Court during his time as a Senate Assessor. Professor Byrne had resigned due to research commitments.

#### 2. MINUTES & REPORTS OF PREVIOUS MEETINGS

##### i) Court Meeting of 6 December 2007 (Court No 2)

The minutes of the meeting held on 6 December 2007 were agreed as a correct record and signed by the President.

##### ii) Effectiveness Review Meeting of 7 December 2007 (Court No 3)

The minutes of the meeting of Court held on 7 December 2007 were agreed and signed by the President, subject to the principal copy being amended to indicate that the meeting was a meeting only of external members of Court and not a meeting of the Court.



**iii) Court Meeting of 7 December 2007 (Court No 4)**

The minutes of the meeting held on 7 December 2007 were agreed as a correct record, and signed by the President.

**iv) Report of the Court Away Day**

The report of the Court Away Day held on 6 and 7 December was noted, subject to minor corrections to the text on pages 4, 5 and 7.

**3. MATTERS ARISING Vice-Chancellor**

**Selection Committee**

The Senior Governor updated members on the Committee's progress to date.

Newspaper and web advertising had commenced and the head hunters were fully engaged. They had spent time meeting a cross section of staff and had received an excellent response.

Gerald Wilson CB had been confirmed as the independent member. It is the intention to engage an external assessor with a strong academic pedigree to provide guidance to the committee during the later stages of the selection process.

The University-wide consultation in December/January had been very helpful, producing over 230 responses from a wide cross section of staff and students.

If the planned timetable were achieved, a special meeting of Court would be held on Friday 30 May 2008 at 0930 to approve the Selection Committee's recommendation.

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

**i) Principal's Report**

The Principal provided a report (on file, Ct 07/34) giving particular attention to business from a recent meeting of the 1994 Group and an update on ongoing discussions in the sector in Scotland regarding the future funding of Higher Education.

The Principal reported that the Vice Chancellor from the University of Exeter, as a representative from the 1994 Group of universities, would be coming to Scotland later in the month to meet with the Scottish Government and the Scottish Funding Council to highlight the UK position on Higher Education and to support St Andrews in its efforts to

encourage a Scottish Government to take a wider view on the funding of Higher Education in Scotland.

The President of the Students' Association expressed concern that student representatives had not been included in the membership of the Joint Thinking Task Force. The Principal agreed to speak to the sector representatives on the group to ensure that, as a minimum, student representatives were invited to present evidence.

The USS Superannuation Scheme contribution rates were questioned and the Quaestor assured members that while the University had not budgeted for increased contributions, any request for such would be challenged.

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

The Deputy Principal and Master presented a report (on file, Ct 07/52) on a range of academic policy issues in both research and teaching activity.

Concern was expressed that staff numbers continued to rise although it was recognised that this position was expected to change over the next few months.

Members welcomed the addition of an update on academic matters to the routine business of Court.

## **iii) Reports from the Vice-Principal (Governance & Planning)**

### **a) OSCR – Change of University Charity Name**

Court received and agreed a paper (on file, Ct 07/34) indicating that to meet the requirements of the Office of the Scottish Charity Regulator (OSCR) it was highly desirable to change the name on the Register to "University of St Andrews".

*The Principal left the meeting.*

### **b) Role and Authority of the Principal**

Court approved a paper (on file, Ct 07/36) outlining the Role and Authority of the Principal. This represented a revision to a similar document approved by Court in July 1998.

### **c) Terms, Conditions and Benefits of Appointment**

Court approved a paper (on file, Ct 07/37) outlining the Terms, Conditions and Benefits of Appointment for the post of Principal. This document represented an update of a previous version approved by Court in 1999.

*The Principal rejoined the meeting.*

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

### **a) Meeting of 6 December 2007**

Court received the report of the Governance and Nominations Committee meeting (on file, Ct 07/38) held on 6 December 2007 subject to an amendment to item 4(a) to clarify that the position of Company Secretary related to the University's subsidiary companies.

### **b) Advert for Non-Executive Members**

Court received and approved, subject to minor amendments, the draft advert for new non-executive members

## **6. STUDENT SERVICES COMMITTEE**

Court received the report of the Student Services' Committee meeting (on file, Ct 07/40) held on 11 January 2008.

## **7. ACADEMIC COUNCIL**

Court received a report (on file, Ct 07/41) from the Council's meeting held on 25 January 2008.

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

Court received the report of the Health & Safety Committee's meeting (on file, Ct 07/42) held on 18 January 2008.

## **9. AUDIT COMMITTEE**

Court received the report of the Audit Committee's meeting (on file, Ct 07/43) held on 30 January 2008, to select External Auditors for the University.

Court approved the committee's recommendation that Ernst & Young be re-appointed for a further term of four years.

## **10. CLERK'S ITEMS**

Court received a report from the Clerk (on file, Ct 07/44). Information provided included a record of the recent staff changes and the dates of the Graduation Ceremonies in 2008.

**Heads of School:** Court approved the following appointments:

Professor J D Woollins, School of Chemistry from 1 February 2008

Dr B Longenecker, School of Divinity, Dean of Divinity and Principal of St Mary's - 1 February 2008 to 31 July 2008

Professor R Mason, School of History - 1 February 2008 to 30 June 2008.

**Rectorial Election:** Court noted the procedure and timetable for the election of the Rector to take place in October 2008.

## II PLANNING & RESOURCES COMMITTEE (PARC) BUSINESS

### 1. Report of PARC Meeting

Court received the report of the meeting (on file, Ct 07/45) held on 15 January 2008.

**Property Matters:** Members noted that the negotiations on the Strathy lease were almost complete.

Discussions were ongoing with potential funders for the Innovation Centre. The Quaestor reported that full details would be presented to the July meeting of Court.

The Quaestor provided further information on the discussions with [*a charitable trust*] regarding the provision of additional residential accommodation. The proposed £40million investment would provide 800 bed spaces and represented a safe way forward for the university with maximum control of the residential provision and no financial risk.

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

Assurances were provided that at least 500 bed spaces overall would be in the lowest rental quartile and additional bursary provision was also being considered to bring the net accommodation cost into this price range for more students.

The Quaestor also confirmed that agreements would be in place to ensure that rents remained in line with the rest of the University provision subject to RPI increases only.

### 2. School of Medicine and Interdisciplinary Medical Research

**Institute** Professor Hugh MacDougall, Dean of Medicine, joined the meeting.

The Principal and the Deputy Principal and Master introduced the proposals (on file, Ct 07/46) to build a new School of Medicine at the North Haugh that

would incorporate an Interdisciplinary Medical Research Institute (IMRI).

The proposals had been the subject of University wide consultation and there was significant support for the investment from all schools. The Calman Report had recommended an increase in student numbers for St Andrews with the majority of students progressing to clinical training within Scotland.

In mid December, following the last Court meeting, the Deputy First Minister and Cabinet Secretary for Health & Wellbeing had written to the University indicating the Scottish Government's intention to postpone the Calman recommendations for increased clinical training places in Scotland. This had the potential of limiting the University's ability to grow training places. However, the University remained committed to the growth in medical student places and negotiations were already underway to secure the necessary additional clinical training places within other leading medical schools in the UK.

The Quaestor expanded on key aspects of the Business Case, including the major financial and other risks involved, recent discussions with the SFC on Capital Funding, the borrowing facilities that would be required the importance of the fundraising campaign and the expected payback periods depending on how much was borrowed.

Members discussed in detail the proposed project timetable. The contractor had been secured and the timely obtaining of planning permission was now critical to achieve the overall timetable. It was hoped that work could begin on site in June 2008 and certain orders of key materials needed to be in place within the next few weeks. There would be full cost certainty by October 2008.

Members agreed that the project would need very careful monitoring by Court and PARC. Members requested that a paper should be prepared setting out the key project milestones and the timing and projected expenditure throughout the project.

Court unanimously supported Option 1 as set out in the paper, which was to proceed with the project subject to eight important conditions being satisfied by the end of March 2008. It was agreed that a sub-group of Court comprising the Senior Governor, Dr N Bryson, Dr C Whitehead, Mrs C Davis and the Principal, should receive the necessary assurances on the conditions before the final go ahead was granted and that the sub-group should meet where there was any doubt.

It was also agreed that if the sub-group were not satisfied, the proposal would be brought back to a full meeting of Court for further consideration.

*Professor MacDougall left the meeting*

### **3. Strategic Plan**

Court received the latest draft of the Strategic Plan 2008-2018 (on file, Ct 07/47).

Court commended the Vice-Principal (Governance & Planning) on the progress made and approved the use of the document "as received by Court on 15 February 2008" in relation to the new Principal's appointment process.

Members were encouraged to forward comments and drafting points directly to Professor Piper, for incorporation prior to the plan being the subject of a two-month University wide consultation period.

#### **4. Development Committee**

Court received a report from the Development Committee (on file, Ct 07/48) including details in relation to the 600<sup>th</sup> Anniversary celebrations.

The Vice-Principal (External Relations) reassured members that the income targets for the Development Activities were now broadly back in line with budget.

### **III ANNUAL REVIEWS**

#### **1. Human Resources**

Mairi Stewart, Director of Human Resources, gave Court a presentation encompassing Salaries & Pensions, Recruitment, Staff Development and Support and Advice.

Although the majority of the Job Evaluation work had been completed, there were still significant aspects outstanding. In addition it would be essential that the job evaluation processes were incorporated into the mainstream recruitment and promotions business.

HR had undertaken a number of initiatives over the last year that were designed to provide a more effective service for everyone. These had included the development of self-service functionality for staff in relation to updating aspects of their own records and a review of the recruitment procedures with a move to greater use of the web and a reduction in certain aspects of newspaper advertising that did not provide effective returns.

Future planned developments included an impact assessment of all policies and procedures particularly in relation to gender and equal opportunities, the centralisation of all induction processes, the removal of the weekly payroll and the implementation of the Staff Strategy, including the development of appropriate Key Performance Indicators.

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

Chris Lusk, Director of Student Services gave Court a presentation on the four key sections of the unit.

In Student Support activity, it was critical that there was a speedy response to a self-referral or school referral. Any absence from academic work could not normally be sustained beyond three weeks; therefore support had to be prompt

and tailored to ensure the students could return quickly to effective study. The support system was innovative and no longer followed the traditional counselling model.

Residential support was currently undergoing a review with an aim of reducing the size of the Wardenial team from the current 65. As a result the role of the Warden will increase with greater accountability and greater integration with other University activities.

The non-academic discipline systems had recently been strengthened and there was a member of staff with this designated responsibility. Student offenders were tracked and monitored with clear identification of repeat offenders now possible.

The Student Experience aspect of the work of the unit was principally based around communication. The project in October 2007 had resulted in a clear articulation of what it was like being a student in St Andrews and belonging to the University of St Andrews community. The final report had now been published and the Student Experience Strategy currently being developed would take forward a number of the aspects highlighted in the report.

There was some discussion around the apparently high number of students with mental health issues. However reassurances were given that this figure included a wider range of conditions than often associated with "mental health". It was recognised that St Andrews may attract more students with pre-existing conditions due to its size and "safe" location. However, the University support systems and the good working relationship with local mental health services helped to support the individuals affected with many overcoming their difficulties as a result.

### **3. Careers Centre**

Paul Brown, Director of the Careers Centre gave a presentation on recent developments.

The services offered by the Centre were fully used by undergraduates, young graduates, contract research staff and graduates. The increased use of e-guidance assisted the effective access to support from those outwith St Andrews.

There was a strong employability theme to the work undertaken by the Centre. This was being further developed through the Personal Development Planning (PDP) pilot and moves to encourage students to be more engaged in wider Student Experience activities and linking these to employability.

Usage of the Centre was up by 15% and the sophisticated IT system that supported the work of the Centre had greatly helped to provide services that were targeted, reduce the waiting times and increase usage.

Future challenges included the need to keep up with the type of support and

assistance students were looking for; the need to be more responsive to specific student groups i.e. Masters students and overseas students; the need to provide opportunities for work related experience; the need to target students earlier in their academic studies e.g. Year 2, to develop clear career aspirations early with a view of obtaining real work experience during Year 3.

Court thanked Ms Stewart, Ms Lusk and Mr Brown for their informative presentations, which had provided members with a helpful insight into three key University Services.

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

Friday 2 May 2008 at 10 am in the Senate Room, St Mary's College.

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**UNIVERSITY COURT OF ST ANDREWS**

AT ST ANDREWS on the 2<sup>nd</sup> day of MAY 2008 AT A MEETING OF THE COURT OF THE UNIVERSITY OF ST ANDREWS

**Present:** Mr Simon Pepper, *Rector* (President); Professor Ewan Brown, *Senior Governor*; Dr Brian Lang, *Principal*; Professor Keith Brown, *Deputy Principal & Master*; Mr William Berry, *Chancellor's Assessor*; Mr Tom d'Ardenne, *President, Students' Association*; Mr Steve Savage, *Director of Representation, Students' Association*; Mr Oliver Markeson, *Rector's Assessor*; Councillor Peter Grant, *Provost of Fife's Assessor*; Miss Kathleen Patrick, *General Council Assessor*; Professor Robert Crawford, Professor Andrew MacKenzie, Dr Claire Whitehead & Dr Charles Warren, *Senate Assessors*; Sir Anthony Bagnall, Dr Norval Bryson, Mr Peter Cabrelli, Mrs Christine Davis, Mr Alan Harden, Rev Dr Marjory MacLean, Mrs Christina Potter and Mr Graeme Scott, *Non-Executive Members*.

**In attendance:** Dr Ewan Chirnside, *Director of Knowledge Transfer* (Ct 07/81 only); Angus Clark, *Director Environmental Health & Safety* (Ct 07/79 only); Andrew Disbury, *Director of Admissions* (Ct 07/80 only); Mrs Lorraine Fraser, *Academic Registrar & Clerk*; Sir Brian Ivory, *Convenor Governance & Nominations Committee*; Mr Andrew Keenan, *President Elect Students Association*; Mr Stephen Magee, *Vice-Principal (External Relations)*; Professor Ronald Piper, *Vice-Principal (Governance & Planning)*; Mr James Shield, *Director of Representation Elect, Students Association*; Mr Derek Watson, *Quaestor & Factor*;

**Apologies:** Mr Roy Dittrich, *Non-Teaching Staff Member*

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

The Rector extended a welcome to Professor Andrew MacKenzie (Senate Assessor on Court for Science & Medicine); Sir Brian Ivory (Convenor of the Governance & Nominations Committee); Andrew Keenan (Students' Association President-Elect) and James Shield (Students' Association Director of Representation-Elect).

**2. MINUTES OF PREVIOUS MEETING**

The minutes of the Court's last meeting held on 15 February 2008 were received and agreed as a correct record, and signed by the President, subject to item 2(ii) being changed to read "...that the meeting was a meeting of external members of Court and not a meeting of Court".

**3. BUSINESS FROM THE PRINCIPAL'S OFFICE****(i) Report from the Principal**

The Principal provided a report (on file, Ct 07/52) giving particular attention to the Scottish Funding Council's announcement of a higher than anticipated

increase in the University's grant for session 2008/9. Members noted that, in general, research intensive institutions had received above average increases.

The Scottish Funding Council had rejected the University's request for specific funding support towards the new Medical School. However they had helpfully indicated that the new Capital Spending allocation would permit greater flexibility than previously and could be used to support this and other major capital projects.

The Principal also reported on the Joint Future Thinking Task Force expressing concern that discussions were drifting from funding considerations to issues including the contribution that Universities made to Scotland. The Task Force were due to deliver their Report in May and a period of wider consultation would follow.

The Senior Governor reported to Court on a recent meeting he and the Principal had attended with Fiona Hyslop, Cabinet Secretary for Education. The meeting had been very friendly, but generally unproductive.

Members also noted the University's excellent position in recently published league tables in The Independent and The Guardian newspapers. The University remained the only Scottish Institution in the UK top 10.

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

The Deputy Principal and Master presented a report (on file, Ct 07/53) on a range of matters relating to academic policy in research and Learning & Teaching and on the admissions trends for the 2008/9 entry.

Members noted information on recent activities carried out by academic staff across the University and formally recorded their congratulations to six members of staff who had recently been elected Fellows of the Royal Society of Edinburgh.

#### **(iii) J & A Deas Fund**

Court received and approved a paper (on file, Ct 07/54) proposing the removal of the J&A Deas Fund from the Register of Charities and to submit the Funds accounts in future within the University & Group Accounts, as part of the Endowment Funds.

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

#### **(i) Report of meeting held on 2 May 2008**

Sir Brian Ivory provided members with an oral report on the business considered by the Governance & Nominations Committee at a meeting earlier in the morning.

Sir Brian reported to Court that the work of the Governance & Nominations Committee was being carried out in an open and transparent manner.

The Committee had received a number of key papers and given careful consideration to these. In particular the future of a separate Equal Opportunities Committee had been carefully discussed and recommendations would be brought forward to a future meeting.

**(ii) The Relationship of the University Court, Students' Association and Athletic Union**

The Governance & Nominations Committee had considered a paper (on file, Ct 07/55) clarifying the relationship between the University Court, the Students' Association and the Athletic Union.

It was agreed that minor changes were needed to the paper and that final approval would be given subject to the Principal and Vice-Principal (Governance & Planning) being satisfied with the changes as agreed.

**(iii) The Role of the University Rector**

Court received and approved a paper (on file, Ct 07/56) outlining the Role of the University Rector. The clarification on Roles and Responsibilities particularly in relation to governance and the University Court was welcomed.

**(iv) Policy on External Work in Relation to the Principal**

Court received and, subject to minor revisions, approved a paper (on file, Ct 07/57).

The minor revisions would provide a clearer definition of "external work" and would apply to the new Principal when appointed.

**(v) Non-Executive Members Recruitment**

Sir Brian Ivory and the Senior Governor updated Court on the progress in relation to the recruitment of two Non-Executive members of the University Court.

The Governance & Nominations Committee had considered seventeen applications received in response to recent advertising. Four potentially strong candidates had been selected for interview by a sub-committee of the Governance & Nominations Committee and recommendations would then be submitted to the Committee's June meeting and to Court's July meeting.

Given the high calibre of applicants consideration would be given to engaging some of the unsuccessful candidates in the University's affairs.

**5. SUPERANNUATION AND LIFE ASSURANCE SCHEME**

Court received the report of the Trustees of the Superannuation and Life Assurance Scheme meeting (on file, Ct 07/59) held on 5 February 2008.

#### **6. ACADEMIC AUDIT COMMITTEE**

Court received the report of the Academic Audit Committee meeting (on file, Ct 07/60) held on 6 February 2008.

#### **7. STAFF COMMITTEE**

Court received the report of the Staff Committee meeting (on file, Ct 07/61) held on 12 February 2008.

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

Court received the report of the Audit Committee meeting (on file, Ct 07/62) held on 21 March 2008.

Members were reassured that the meeting had been quorate despite significant numbers of members unable to attend. It was agreed that the Governance & Nominations Committee should be asked to review the Conduct of Business Policy for Standing Committees at its next meeting.

#### **9. STUDENT SERVICES COMMITTEE**

##### **a) Minute of meeting held on 21 March 2008.**

Court received the report of the Student Services meeting (on file, Ct 07/63) held on 21 March 2008.

##### **b) The Student Experience Week Final Report**

Members received and noted the Student Experience Week Final Report (on file, Ct 07/64).

The President of the Students' Association took the opportunity to update members on the planned protest to the University Court by a group of students petitioning about the cost of University accommodation and demanding an increased number of bed spaces with rents in the lowest quartile.

The Students' Association were not backing the protest and were engaged in discussions with the University regarding the redevelopment of Fife Park and steps that could be taken to keep accommodation affordable for all students.

##### **c) The Student Experience Strategy**

Court received and approved the Student Experience Strategy (on file, Ct 07/65).

Members requested that the Proctor develop an implementation plan against key performance indicators in order to translate the objectives within the plan into action against an appropriate timetable.

**d) Policy on Student Alcohol Use**

Members received and approved, subject to the following changes, a new Policy on Student Alcohol Use (on file, Ct 07/66).

Concern was expressed that there were significant problems with a culture of alcohol use amongst students, which was damaging. Members agreed that the University had a duty of care to the student population and it was therefore important that appropriate risk assessments were undertaken, full guidance and warnings issued to students and disciplinary action taken thereafter if necessary.

The policy was approved subject to minor changes to address the points raised and the title being altered to Policy on Student Alcohol Awareness.

**10. ACADEMIC COUNCIL**

Court received the report (on file, Ct 07/67) of the Council's meeting held on 18 April 2008.

**11. HEALTH & SAFETY COMMITTEE**

Court received the report (on file, Ct 07/68) of the Health & Safety Committee's meeting held on 16 April 2008.

**12.. INVESTMENTS & COLLECTIONS COMMITTEE**

Court received a report (on file, Ct 07/69) of the Investments & Collections Committee meeting held on 21 April 2008.

**13. CLERK'S ITEMS**

Court received a report from the Clerk (on file, Ct 07/70). Information provided included a record of the recent staff changes, the newly appointed student sabbatical officers for 2008/9 and reports on two non-academic discipline cases that had been heard.

Heads of School: Court approved the following appointments:

Professor Lorna Hutson as Head of School of English from 1 August 2008.

Court also approved the re-appointment of:

Ms Annette Carruthers as Head of School of Art History  
Professor Ronnie Ferguson as Head of School of Modern Languages  
Professor Peter Clark as Head of School of Philosophical, Anthropological  
and Film Studies.

## II PLANNING & RESOURCES COMMITTEE (PARC) BUSINESS

### 1. Report of PARC Meeting

Court received a report (on file, Ct 07/71) of the meeting of the PARC held on 15 April 2008.

ICT Strategy: Members were pleased to note that the development of a comprehensive ICT Strategy was now progressing. Consideration would be required at a future meeting in relation to the potential funding of a new £3 million Data Centre for the University.

University Financial Performance Relative to the H.E. Sector: It was noted that the University's annual operating surplus was lower than many other institutions although steps were in place to address this surplus. Pay costs as a percentage of turnover were still high and the sales efficiency figure was second bottom overall. The Principal's Office was focused on addressing these issues, which were key to achieving financial stability.

### 2. Strategic Commercialisation Partnership

Court received and noted an update (on file, Ct 07/72) on the University's continuing difficulties in setting up a suitable third party strategic partnership.

### 3. Strategic Plan

The Vice-Principal (Governance & Planning) presented the draft Strategic Plan to Court (on file, Ct 07/73), including a more focused list of KPIs which had been developed to monitor delivery to the objectives under each of the strategic aims.

Members received a report on a recent staff consultation meeting and the recent discussions between Heads of Schools and Units. No major issues had been raised and it had been clear that staff had a good understanding of the general direction the Plan would take the University over the next ten years.

Court discussed the Mission Statement as presented in the Plan, particularly in relation to the education of world class graduates and the aspiration to be a world class research intensive university. Members agreed that the wording of the Mission Statement should be reviewed prior to the approval of the final version of the Plan.

### 4. Financial Strategy

Members received and approved the University's Financial Strategy (on file, Ct 07/74).

The Strategy focused on the main goals which required to be achieved by the University on an ongoing basis to ensure that it operated from a financially sustainable platform. The implementation of the Strategy would be delivered through a rolling 3-year Financial Plan.

## **5. Financial Planning**

### a) Financial Plan 2008/9-2010/11

Members received and approved the Financial Plan for the next 3 years (on file, Ct 07/75). The Quaestor & Factor reported that although the financial assumptions were prudent, the outcome was dependant on national pay awards and inflation remaining within the current projections.

The expected surplus for 2008/9 was £2.5 million, which was less than 2% of turnover. The longer term aim was to achieve a 5% surplus.

Members were reassured that all projects above £1 million would be presented, in full, for Court approval.

### b) Capital Borrowing Arrangements

Court received a report from the Quaestor on the borrowing arrangements that would require to be put in place with Barclays to support the major capital projects. Court agreed:

- (a) to approve entering an arrangement with Barclays to borrow a total of £95million, with £90million being for long term investment and £5million being a continuation of the existing available 'overdraft' facility, with the agreed loan facility to be signed by two Court members.
- (b) to approve entering into interest rate hedging arrangements around these facilities to be agreed by a Court sub-group consisting of the Senior Governor, Mr Alan Harden and the Quaestor and Factor; and
- (c) that the Quaestor & Factor be authorised to agree the actual interest rates to be fixed in line with the interest rate hedging strategy agreed by the Court sub-group.

## **6. New Medical School**

Members received a paper (on file Ct 07/76) providing an update on progress on the Medical School project.

Confirmation was provided that the conditions set by Court in February had been met and planning permission had been granted by Fife Council. Further information on progress in relation to trust fund applications would be available in July.

## **7. Library Store Building**

Members approved the funding for the building of a Library Store (c£2.8million) to accommodate library stock, archive material and items from the University collections, details of which are on file (Ct 07/79).

The proposed building would be on the North Haugh on a site currently occupied by greenhouses. No existing buildings were available in the locality and therefore the building of a facility was the only available option. It was anticipated that construction would commence in September 2008.

## **8. Development Committee Report**

Members received a report from the Vice-Principal (External Relations) (on file, Ct 07/78) outlining progress in relation to the 600<sup>th</sup> Anniversary Fundraising.

The fundraising for MUSA had been greatly assisted by a £100,000 pledge subject to the Development Office securing the balance of the target. In addition the overall fundraising target (excluding designated projects such as the new Medical School) was also broadly on track to achieve the target for the year of £2 million.

Court noted the proposed appointment of Comptons to undertake the 600<sup>th</sup> Anniversary Fundraising Campaign under the Directorship of Andrew Day. The proposal would bring in much needed fundraising expertise to support the campaign without leaving an over-capacity within the Development team at the end of the Anniversary celebrations.

### **III UNIT REVIEWS**

#### **1. Health and Safety**

Angus Clark, Director of Environmental, Health & Safety Services gave a presentation (on file) outlining the wide range of services currently covered by the unit and the challenges being addressed.

The Unit had traditionally focused on offering an advisory service with local implementation and responsibility for policy implementation. A full review of the service was now underway starting with the Policy Framework.

Mr Clark provided an update on performance on Health and Safety matters within the University for 2007, covering accidents and fires.

The challenges and priorities for the future centred around governance, leadership and policy development; risk management; occupational stress, the development of appropriate health & safety systems and risk assessments and the management of field trips and overseas travel. Work was also underway in relation to "event" management and the development of standard conditions for running events.



## **2. Admissions**

Mr Andrew Disbury, Director of Admissions gave Court a presentation (on file) on the structure and key issues facing the Admissions team.

The unit's activities were in four broad areas - marketing, student recruitment & scholarship, admissions and student exchanges & study abroad.

The issues that the unit faced were the ongoing demand for places; the need to maintain high standards with increasingly high asking rates; the ongoing market mix through the development of niche markets; the student mix in response to market forces an to reflect an internationally Scottish student population; smart growth of student numbers with careful expansion of overseas and postgraduate student numbers, and the changes with 2008 entrant cohort through the reduction in the number of UCAS choices from six to five.

The increased numbers of students who met the entrance requirements resulted in students' personal statements playing as important a role as the academic qualifications. It was also important that the referees demonstrated that they really did know the applicants.

Work was being undertaken directly with schools in an attempt to address the issue of widening access and the diversity of the student population.

## **3. Knowledge Transfer**

Dr Ewan Chirnside, Director of Knowledge Transfer gave Court a presentation (on file) on the support for knowledge transfer and the development of a Knowledge Transfer Centre within the University.

Key objectives of the knowledge transfer activity included improved innovation transfer through strategic partnerships, improved selection of intellectual property, an acceleration in technology development and more spin-out activity. In addition through an "Innovation Centre" it was hoped that the Research and Development activity from international companies could be co-located within the University environment. This in turn may help to increase in-company sponsored research involving University research teams.

The key risk to be faced in taking such developments forward included changing Scottish and National government policies on engagement with business and industry; the need to bridge the gap between early invention and the market of investor ready spin-out, and economic recession. In addition a number of challenges would face any developments in this area including government and public funding of Knowledge Transfer; perceptions of performance; and the dealing with intellectual property within research contracts.

Court thanked Mr Clark, Mr Disbury and Dr Chirnside for their informative presentations, which had provided members with a helpful insight into three key areas of the University.

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

##### **1. Vice-Chancellor Selection Committee**

The Senior Governor updated members on the Selection Committee's progress to date.

The Committee aimed to hold long list interviews on 12 May 2008 and subsequently progress to short list interviews on 28 and 29 May 2008. The Extraordinary meeting of Court scheduled for 30 May would be contingent on the Selection Committee having a recommendation to present for Court approval.

##### **2. Student Charity Activity**

The Rector recorded congratulations to the many students who had contributed towards the £162,000 that had been raised for charity over the past year. This represented a total of £20 per head of student population which was well in excess of the £7 per head raised by students at the University of Oxford.

##### **3. Thanks**

Court members recorded their sincere thanks to Tom d'Ardenne for his two years of Court membership as Students' Association President and to Steve Savage for his year as Director of Representation. Both had made significant contributions to the work and activities of the Court and were offered the Court's best wishes for their future careers.

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

- a) An Extraordinary meeting of Court on Friday 30 May 2008 at 10.00 am in the Senate Room
  - b) Ordinary meeting of Court on Friday 4 July 2008 at 10.00 am in the Senate Room
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## THE UNIVERSITY COURT OF ST ANDREWS

AT ST ANDREWS on the 30th day of MAY 2008 AN EXTRAORDINARY MEETING  
OF THE COURT OF THE UNIVERSITY OF ST ANDREWS

**Present:** Mr Simon Pepper, *Rector (President)*; Professor Ewan Brown, *Senior Governor*; Professor Keith Brown, *Deputy Principal & Master*; Mr William Berry, *Chancellor's Assessor*; Mr Roy Dittrich, *Non-Teaching Staff Member*; Mr Tom d'Ardenne, *President, Students' Association*; Mr Steve Savage, *Director of Representation, Students' Association*; Councillor Peter Grant, *Provost of Fife's Assessor*; Miss Kathleen Patrick, *General Council Assessor*; Professor Robert Crawford, Professor Andrew MacKenzie, Dr Claire Whitehead & Dr Charles Warren, *Senate Assessors*; Sir Anthony Bagnall, Dr Norval Bryson, Mr Peter Cabrelli, Mrs Christine Davis, Mr Alan Harden, Rev Dr Marjory MacLean, Mrs Christina Potter and Mr Graeme Scott, *Non-Executive Members*.

**In attendance:** Professor Jan Bebbington (Member of Selection Committee); Mrs Lorraine Fraser, *Academic Registrar & Clerk*; Mr Stephen Magee, *Vice-Principal (External Relations)*; Professor Ronald Piper, *Vice-Principal (Governance & Planning)*; Professor Christopher Smith, *Proctor & Provost of St Leonard*; Mr Derek Watson, *Quaestor & Factor*; Professor Pat Willmer (Member of Selection Committee); Professor P. Winn (*Vice-Principal Learning & Teaching*).

**Apologies:** Dr Brian Lang, *Principal*; Mr Oliver Markeson, *Rector's Assessor*

### 1. WELCOME

The Rector opened the meeting by extending a welcome to the members of the Selection Committee and the Principal's Office who were also in attendance.

### 2. REPORT FROM THE SELECTION COMMITTEE

The Senior Governor commenced his report to Court by thanking the members of the Selection Committee for their support and diligence throughout the process of selecting and recommending a candidate to become the new Principal and Vice Chancellor of the University. He also thanked Mr Gerald Wilson and Lord Sutherland who had been the Independent Member and External Assessor respectively, for their wise counsel throughout the process. He made tribute to Professor Piper for his extensive help and support at all stages of the selection process and to the members of the administrative staff who had supported all the arrangements.

The Senior Governor outlined the process followed by the Selection Committee culminating in a short list of three candidates. The final interview process had involved a combination of presentations, formal interviews with the full Selection Committee and a series of smaller informal meetings with each candidate. By the end of the process, one candidate had emerged with unanimous support from all members of the Selection Committee.

The Selection Committee's recommendation of Dr Louise Richardson, Executive Dean of the Radcliffe Institute for Advanced Study at Harvard University was unanimously approved by Court as the successor to Dr Brian Lang with effect from 1 January 2009, the proposed term of office being 6.5 years to bring the appointment term in line with the academic year. The Senior Governor and Professor Piper, who had together signed a conditional offer letter and employment contract on behalf of the University, were authorised to conclude the arrangements with Dr Richardson and issue a press release in the form tabled including helpful suggestions from Court members.

The Senior Governor outlined the concern from Dr Richardson that the University should provide a prime and suitable high-profile location for the Principal's house. She believed, (and the Selection Committee had agreed with her), that the house should be conducive to receiving and entertaining leading international academics, potential donors, sponsors and benefactors. Court agreed that steps should be taken to identify an appropriate property.

The Rector recorded thanks to the Senior Governor for his work in leading the selection process to a positive conclusion.

**3. DATE OF NEXT MEETING**

Court will meet next on Friday 4 July 2008 at 10.00 am in the Senate Room.

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**UNIVERSITY COURT OF ST ANDREWS**

AT ST ANDREWS on the 4<sup>th</sup> day of JULY 2008 AT A MEETING OF THE COURT OF THE UNIVERSITY OF ST ANDREWS

**Present:** Mr Simon Pepper, *Rector* (President); Professor Ewan Brown, *Senior Governor*; Dr Brian Lang, *Principal*; Professor Keith Brown, *Deputy Principal & Master*; Mr William Berry, *Chancellor's Assessor*; Mr Andrew Keenan, *President, Students' Association*; Mr James Shield, *Director of Representation, Students' Association*; Mr Oliver Markeson, *Rector's Assessor*; Miss Kathleen Patrick, *General Council Assessor*; Professor Robert Crawford, Professor Andrew MacKenzie, Dr Claire Whitehead & Dr Charles Warren, *Senate Assessors*; Sir Anthony Bagnall, Dr Norval Bryson, Mr Peter Cabrelli, Mrs Christine Davis, Mr Alan Harden, Rev Dr Marjory MacLean, and Mr Graeme Scott, *Non-Executive Members*, Mr Roy Dittrich, *Non-Teaching Staff Member*.

**In attendance:** Malcolm Bain, *Director of IT Services* (Ct 07/111 only); Heidi Fraser-Krauss, *Director of Business Improvements* (Ct 07/112 only); Ian Robertson, *Deputy Director of Finance* (Ct 07/113 only); Mrs Lorraine Fraser, *Academic Registrar & Clerk*; Mr Stephen Magee, *Vice-Principal (External Relations)*; Professor Ronald Piper, *Vice-Principal (Governance & Planning)*, Mr Derek Watson, *Quaestor & Factor*; Professor Christopher Smith (*Proctor & Provost of St Leonard's College*).

**Apologies:** Mrs Christina Potter

**I. REGULAR BUSINESS****1. PERSONALIA**

The Rector extended a welcome to Andrew Keenan, President of the Students' Association and James Shields, Director of Representation to their first meeting as full members of Court.

The Chancellor's Assessor updated members on the Chancellor's recent period of ill health. Members were pleased to note that he was making a good recovery and wished him well.

**2. MINUTES OF PREVIOUS MEETINGS****(i) Minutes of the Court Meeting - 2 May 2008**

The minutes of the Court's meeting held on 2<sup>nd</sup> May 2008 were received, agreed as a correct record and signed by the President.

**(ii) Minute of Extraordinary Court Meeting - 30 May 2008**

The minutes of the Court's Extraordinary meeting held on 30 May 2008 were received, agreed as a correct record and signed by the President.

(iii) **Matters Arising**

**Alcohol Awareness:** The Proctor and Provost advised members of the action that would be taken during the summer months to implement the Alcohol Awareness Policy approved at the last meeting. The key objectives and goals were outlined particularly in relation to addressing the problems created by alcohol misuse within a supportive framework.

Implementation and awareness raising would be carried out through an engagement with staff and Sabbatical Officers of the Students' Association and through the wardenial team.

The University will continue to develop awareness policies and implement their objectives in relation to alcohol and other substances or behaviours.

Court agreed to keep progress under review.

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

(i) **Report from the Principal**

The Principal expanded on his written report (on file, CT 07/82).

**Graduation:** The Principal reported on a successful graduation week which had been delivered through effective teamwork including particularly high quality speakers. Court recorded their congratulations and thanks to all those involved.

The Principal also made some observations from his experience of a recent graduation ceremony at the University of Edinburgh. In response Court congratulated the Principal on the conferment of an Honorary Degree from his Alma Mater.

**Joint Future Thinking Task Force:** The report had now been published. Its outcomes were not unexpected but were disappointing. No new public sector income streams had been identified, and the "freedoms" offered to Universities had been in place for many years.

Members noted that the funding situation, including the impact of the next element of the UCEA pay settlement and the USS pensions situation, would be discussed at the September meeting of PARC and the October meeting of Court.

**Priorities for the next six months:** These included ensuring that appropriate management structures were in place to support the incoming Principal and implementation of the Strategic Plan objectives; the continuation of the fundraising for the Medical School; and the University's IT provision (see PARC below).

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

The Deputy Principal & Master presented a report (on file CT 07/83) on a range of matters relating to Academic Policy; strategic projects; the importance of the RAE results due in December 2008; the University's position in key metrics and the progress of Schools in relation to strategic planning and increasing their contributions from income.

Members expressed some concern in relation to the lack of information received recently from the Research Committee. It was noted that key performance indicators in the Strategic Plan would provide regular reports through PARC on aspects of the Research Committee responsibilities.

**4. INVESTMENT & COLLECTIONS COMMITTEE**

Court received a report (on file CT 07/84) of the Investment & Collections Committee meeting held on 21 April 2008.

The Rector's Assessor raised a concern regarding the local businesses that had been identified as potential donors for MUSA. This was noted although no concerns had been raised by the student representatives attending the Investments & Collections meeting.

**5. ACADEMIC AUDIT COMMITTEE**

**(i) Minute of the meeting 23 April 2008**

Court received the report of the Academic Audit Committee meeting (on file CT 07/85) held on 23 April 2008.

**(ii) Revised Remit and Membership**

Court approved the revised remit and membership (on file) proposed by the Academic Audit Committee.

**6. STUDENT SERVICES COMMITTEE**

**(i) Minute of the meeting - 9 May 2008**

Court received the report of the Student Services Committee meeting (on file CT 07/87) held on 9 May 2008.

**(ii) Student Conduct Agreement**

Court received and approved a Student Conduct Agreement (on file CT 07/88) which had been developed to address the situations where a joint agreement is required regarding a student's conduct or for the protection of a student resulting from specific health or behavioural issues. Members noted that the agreement would be tailored to each individual student.

**(iii) Independent Living Information**

Court received and approved an Independent Living Statement (on file CT 07/89). The statement had been developed in response to the increasing number of applications being received from students with complex needs relating to a disability or medical condition.

**7. STAFF COMMITTEE**

**(i) Minute of meeting - 27 May 2008**

Court received the report of the Staff Committee meeting (on file CT 07/90) held on 27 May 2008.

**(ii) Supporting the Head of School Role**

Court received and approved a policy paper on supporting the Head of School Role (on file CT 07/91) subject to further consideration of the issue of tenure (see below). The policy outlined improved procedures in relation to induction, support and reward for Heads of School. In addition it was proposed to change the "tenure" of Heads of School to five years from the current three years (renewable). Strictly Heads of School are appointed by Court annually, but when Heads of School are initially appointed there is normally an expectation that the duration of the time in post will be three years in the first instance.

Concerns were expressed by some Senate Assessors that the extension of expected duration from three years to five years might be a disincentive to individuals taking on the role. The Deputy Principal & Master provided assurances that annual reviews were undertaken and any individual could elect to stand down at an earlier date. Similarly the annual review system did provide protection for the University should an earlier end to the appointment be required as a result of performance issues. No problems had been encountered in finding suitable candidates for the position of Head of School.



It was agreed that the Staff Committee should consider further and take a final decision upon the period of "tenure" with a view to addressing the concerns raised by some of the academic members whilst addressing the need for continuity and the desire that the normal period of initial appointment should be increased.

**8. EQUAL OPPORTUNITIES COMMITTEE**

**(i) Minute of meeting - 12 February 2008**

Court received the report of the Equal Opportunities Committee meeting (on file CT 07/92) held on 12 February 2008.

**(ii) Minute of meeting - 27 May 2008**

Court received the report of the Equal Opportunities Committee Meeting (on file CT 07/93) held on 27 May 2008.

**9. GOVERNANCE & NOMINATIONS COMMITTEE**

**(i) Minute of meeting - 6 May 2008**

Court received the report of the Governance and Nominations Committee (on file CT 07/94) held on 6 June 2008.

The Principal advised members on the progress being made in relation to the redevelopment of the Court Members Handbook to provide more systematic and coherent information to all members. It was noted that the final draft would be submitted to Court for approval.

The content of the proposed Induction process was also noted. Members welcomed the flexible approach, which combined compulsory elements with a range of additional elements that members could elect to take. In addition new members would be encouraged to participate in the Leadership Foundation Courses held annually in Scotland.

**(ii) Non-Executive Members - Appointments**

The Principal outlined the process followed to identify the two new non-executive members for Court.

A total of seventeen applications had been received and a sub-committee of the Governance and Nominations Committee had subsequently interviewed a short-list of four. Court unanimously agreed to appoint Mrs Kay Blair and Mr Mervyn Jones as non-executive members of Court for a period of four years from 1 August 2008 to 31 July 2012.

Members asked that consideration be given to utilising the skills of unsuccessful applicants to Court, where this was appropriate.

Mr Peter Cabrelli had completed his first four-year term on Court and members unanimously approved the re-appointment of Mr Cabrelli for a further four-year term to 31 July 2012.

**(iii) Remit and Membership of Equalities Monitoring Group**

Members received and approved a paper (on file 07/96) outlining the proposed establishment of an Equalities Monitoring Group which would be tasked with managing the transition towards effectively embedding equal opportunities activities in all appropriate University Committee within three years.

**(iv) Court Committees 2008/9**

Members considered a paper outlining the proposed memberships of all the Court Committees for session 2008/9. The Superannuation and Life Assurance Scheme would be added to the list in recognition of the involvement of Court members whilst noting this was not a formal committee of Court.

Committee Conveners were asked to advise the Principal of any adjustments to the proposed memberships that they believed would be beneficial.

Members approved the proposal, discussed by the Development Committee and supported by PARC) that the Development Committee should report directly to Court and should have a non-executive member of Court as Convener.

Court also approved the representatives of Court appointed to external bodies. In doing so it was noted that a Court member who was an alumnus still required to be identified for the General Council Business Committee. Members agreed to remit the matter to the Senior Governor in consultation with the Principal.

**10. AUDIT COMMITTEE**

Court received the report of the Audit Committee meeting (on file CT 07/98) held on 9 June 2008.

**11. SUPERANNUATION & LIFE ASSURANCE SCHEME**

Court received the report of the Trustees of the Superannuation & Life Assurance Scheme meeting (on file 07/99) held on 26 May 2008.

**12. DEVELOPMENT COMMITTEE****(i) Minute of meeting - 10 June 2008**

Court received the report of the Development Committee meeting (on file CT 07/100) held on 10 June 2008.

Members discussed the format and content of a range of University Publications including the *Alumnus Chronicle* and the view was expressed that there should be much more focus on fundraising. Concern was expressed that opportunities were being lost through having three different publications that appeared to be unconnected. The Vice-Principal for External Relations (who is also Registrar of the General Council) will be seeking to co-ordinate what is sent out and ensure that the University's financial position and the need to raise over £100 million in the next 5/6 years is effectively communicated

**(ii) Philanthropic Cash receipts**

Court received and noted a statement of Philanthropic Cash receipts by fund (on file CT 07/101).

Mr Magee reported that £2.24 million had been brought in to date (against a Development target of £2 million). It was also noted that the MUSA Project still had £103k to raise, although a private donor had been identified for £100k providing the final £3k was raised.

Court noted that the fundraising for the Medical School building was also progressing well with a total of £12 million in cash and pledges raised to date.

**13. ACADEMIC COUNCIL**

Court received the report (on file CT 07/102) of the Council's meeting held on 13 June 2008. In doing so Court noted and approved the appointment of External Examiners and a range of Honorary Appointments as recommended by the Academic Council.

**14. CLERK'S ITEMS**

Court received a report from the Clerk (on file CT 07/103). Information provided included a record of the recent staff changes; the approval of Court Resolution 2008 No 1; the agreement to promulgate Court Resolution 2008 No 2; and the approval of Heads of School for the period 1 August 2008 to 31 July 2009 (on file).

**Vacation Committee of Court:**

Members approved the membership of a Vacation Committee to dispose of any urgent Court business during the Summer Vacation.

**Court Communication:**

Members discussed the communication of business to Court members between meetings and to the wider University following Court meetings.

It was noted that a review of the support to be provided within the Court Office was being undertaken and ideas on how to improve communication with members would be welcomed. It was agreed that Court papers would continue to be provided in hard copy format, but the Clerk would also arrange to provide members with an electronic version to facilitate easier storage for future reference.

The disclosure of Court minutes to the wider University community and to address requests received under the terms of the Freedom of Information Act was discussed in detail.

It was agreed that the Clerk should continue to produce the Court minute in the current format. In addition a version of the minute that protected personal data and commercially-sensitive information would be produced for the wider University community.

**II PLANNING & RESOURCES COMMITTEE (PARC) BUSINESS****1. Report of PARC Meeting (chaired by the Senior Governor)**

Court received a report (on file CT 07/104) of the meeting of PARC held on 10 June 2008.

**2. ICT STRATEGY**

Court received a paper (on file CT 07/105) from the Vice-Principal (Governance and Planning) outlining a number of areas of concern in relation to the University's IT provision. Areas of concern identified included data management; inadequate back-up provision; concerns regarding server capacity and the effect this had on developing new systems; perceived conservatism in aspects of IT services with regard to the provision of new technologies; a back-log of development requests and the absence of reliable data reporting tools. In addition there were cultural issues to be addressed in some areas to move from a reactive to a pro-active approach to service provision.

It was noted that significant expenditure would be required to address some of the issues, but it was essential to proceed with these. Court noted that regular reports on progress would be provided through PARC.

### **3. FINANCIAL COMPARISONS**

Court received a detailed report (on file CT 07/106) providing information of the University's financial provision relative to its Scottish peers. The report underlined the University's position in relation to low surplus generation when compared to other research-intensive Universities. Priority areas to be addressed included pay costs and utility charges.

The Principal's Office would be moving forward in the coming months to address the need to meet targets on pay costs and improve the underlying sustainability of annual operating surpluses.

### **4. SUMMARY FINANCIAL REPORT**

Members received the Summary Financial Report (on file CT 07/107) for the ten months to 31 May 2008.

The recent stock market fluctuations had negatively affected the value of endowments by c£3 million. The overall financial position was broadly in budget with a reasonable cash position predicted for the Financial Year.

### **5. STRATEGIC PLANNING PROCESS**

#### **(i) Strategic Plan**

Court received and approved the revised Strategic Plan for the period 2008-2018 (on file CT 07/108a), subject to two amendments.

#### **(ii) Targets and Key Performance Indicators (KPIs)**

The Vice-Principal (Governance & Planning) presented a paper (on file CT 07/108) outlining a revised set of KPIs and the targets associated with them.

It was noted that Court may wish to change the list of KPIs in future years in response to new situations and as the Strategic Plan moved forward. In some cases, the purpose of a KPI was to provide a health-check that current indicators were being maintained (e.g. completion rates); in other cases to the KPIs and targets set challenges to be achieved.

Court in future would receive reports on progress made against the targets using a "traffic light" system. Further consideration would be given to the use of such a system.

The Vice-Principal (Governance & Planning) was commended on the excellent progress made to achieve the approved Plan within such a short time-scale.

## **6. PROPERTY ISSUES**

### **(i) Library Proposals - Update**

The Quaester & Factor provided members with an update on progress to develop a library store. An overspend of £300k on the overall project budget of £2.8 million was anticipated due principally to an increase in the steel price.

Members also received a paper (on file CT 07/109) outlining the progress to date in relation to the redevelopment of the Library.

### **(ii) Principal's House**

Members received a confidential paper outlining the issues to be considered in relation to the identification and potential purchase of accommodation in keeping with the Principal's role.

In order to facilitate progress towards the identification of an appropriate option Court approved the establishment of a Working Group with a membership and remit (on file).

It was noted that, if deemed necessary by the Working Group, a decision to pursue a specific option would be remitted to the full Court If appropriate, by letter.

## **III UNIT REVIEWS (chaired by the Senior Governor)**

### **1. IT SERVICES**

Dr Malcolm Bain, Director of IT Services, gave a presentation (on file) outlining the current structure of IT Services and the range of services offered. The Service currently operated through three groups providing an interface between the service provision and the user. He discussed the IT environment across the University and the provision of services including the PC Classrooms.

Future developments would be informed by the recently developed ICT Strategy with key themes around improved governance, improved server provision and data storage, a more resilient service against failure and a professionalisation of the service through management procedures, business case processes and measurements.

Key challenges facing the service included the need to align the IT Services Strategy with other University Strategies, obtain independent advice on service resilience, address the ongoing tension between security and access and attract good technical staff.

## **2. BUSINESS IMPROVEMENTS**

Mrs Heidi Fraser-Krauss, Head of Business Improvements, gave Court a presentation (on file) on the work of Business Improvements and the Lean Office.

Business Improvements managed the administrative infrastructure which included all the administrative IT Systems, the data flows and structures, the University's compliance with Freedom of Information, Data Protection and Copyright Legislation, the management of the University's web-site and the management of the University's access control systems. If all was working well, the service should be invisible.

The Lean Office facilitated process improvements by assisting teams better to deliver what the customer wanted. This was done through embedding culture change. To date Business Improvement have developed the new University web-site, supported the successful data gathering and formatting of information for the RAE; sold in-house developed software to manage risk assessments for COSHH compliance; achieved no unplanned downtime for administrative systems and overall a high level of customer satisfaction.

Examples of Lean Team achievements had included the streamlining of the process from purchase to pay in residences, resulting in a saving of 10 hours per week per residence. The team have also assisted in the streamlining of the research leave processes by removing unnecessary committees and thus saving senior management time.

The targets for the future include the pilot of on-line matriculation, the introduction of an on-line payment system for library fines, on-line access to personal data held in HR systems and a further redesign of the University web-site. The challenges to be faced would include difficulty getting some teams to engage with Lean and a lack of appropriate data management skills amongst staff.

## **3. FINANCE UNIT**

Mr Ian Robertson, Depute Director of Finance, gave Court a presentation (on file) on the work of the Finance Unit and the services provided.

The Unit worked in a customer focussed way through four main teams covering – Financial Accounting; Financial Operations; the Research Funding Office; and Management Accounting.

The newest team within the Unit was the Research Funding Office which had been formed from the Research Grants Funding Office and the contract side of Research and Enterprise Services. The integration of the systems was a key challenge for the team along with streamlining the processes.

The challenges for the future included support for the implementation of the Financial Strategy; changing legislation and accounting practices which increased bureaucracy each year; limitations of the financial systems in the University which were ten years old; and the need to recruit and retain good quality professional staff.

The Senior Governor thanked Dr Bain, Mrs Fraser-Krauss and Mr Robertson for their informative presentations, which had provided members with a helpful insight into the work of three key areas of the University and the challenges that faced them for the future.

#### **IV DATES OF MEETINGS 2008-2010**

Members received and noted the dates of Court meetings for sessions 2008/9 and 2009/10 (on file).

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

The Rector and Principal paid tribute to the considerable work and dedication from Mrs Christine Davis and Mr Graeme Scott. Both had made a significant contribution to the life and work of the University over the last eight years.

Members noted with gratitude that both individuals had offered to continue supporting the work of the University in the future.

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

Friday 17 October 2008 at 10 am in the Senate Room.

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