

UNIVERSITY COURT OF ST ANDREWS

AT ST ANDREWS on the 17th day of OCTOBER 2017 AT A MEETING OF THE COURT OF THE UNIVERSITY OF ST ANDREWS

Present: Ms Catherine Stihler, *Rector (President)*; Dame Anne Pringle, *Senior Governor*; Professor Sally Mapstone, *Principal*; Professor Garry Taylor, *Master of the United College & Deputy Principal*; Mr Adrian Greer, *Chancellor's Assessor*; Mr Lewis Wood, *President, Students' Association*; Mr Zachary Davis, *Director of Education, Students' Association*; Mr Nigel Christie and Mr Kenneth Cochran, *General Council Assessors*; Professor Frances Andrews, Professor Sharon Ashbrook, Dr Philip Roscoe and Dr Morven Shearer, *Senate Assessors*; Ms Donna Pierz-Fennell, *Non-Academic Staff Assessor*; Councillor Jim Leishman, *Provost of Fife Council*; Mr Timothy Allan, Ms Pamela Chesters, Mr Ken Dalton, Professor Stuart Monro, Mr Nigel Morecroft, Dr Mary Pople and Professor Sir David Wallace, *Non-Executive Members*.

In attendance: Professor Brad MacKay, *Vice-Principal (International Strategy & External Relations)*; Mr Alastair Merrill, *Vice-Principal (Governance)*; Professor Lorna Milne, *Proctor & Senior Vice-Principal*; Mr Derek Watson, *Quaestor & Factor*; Mr Andy Goor, *Chief Financial Officer*; Dr Gillian MacIntosh, *Executive Officer to the University Court & Senate*.

I. 'AWAY DAY' SESSIONS

Prior to the formal Court meeting, members received a series of presentations and held subsequent discussions to consider a number of broader strategic matters (note of sessions held on file, Court 17/22).

II. THANKS

Members joined with the Senior Governor in thanking and paying warm tribute to Ms Catherine Stihler, who was attending her last Court meeting in her office of Rector. The Senior Governor commended the Rector for the energy, enthusiasm and dignity she had brought to the role, noting her significant contribution to the University both as a Court member and student advocate. Ms Stihler thanked Court members for their kind words and their good wishes for the future.

III. OPENING BUSINESS

1. WELCOME

The Rector welcomed to the meeting the new members formally beginning their terms on Court, namely Councillor Jim Leishman, Mr Lewis Wood, Mr Zachary Davis, Ms Donna Pierz-Fennell and Dr Morven Shearer.

2. MEETING MINUTES

i) Minute of the Court Meeting held on 16 June 2017

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

3. COURT MEMBERSHIP, 2017-18

Members noted the Court membership list (on file, Court 17/01) for the forthcoming academic year.

4. REPORT FROM THE PRINCIPAL

Professor Mapstone introduced her written Court report (on file, Court 17/02), which outlined her recent activities and general University news. Dr Andrew Graham, chair of the Europaeum association of leading universities, was presently visiting St Andrews to launch a new doctoral leadership programme, which had gone extremely well. The Principal and Vice-Principal (International Strategy & External Relations) had both recently participated in a conference in Oxford to mark the 25th anniversary of the founding of the Europaeum consortium. Many timely and useful links have already been established through the University recently joining the membership of this association, with the potential for further collaborative activities in future.

Noting the high response rate to the institutional Staff Survey carried out in the spring of 2017, the Vice-Principal (Governance) confirmed that a briefing on the overall results would be considered by the Remuneration & Human Resources Committee at its next meeting in November.

IV. PARC BUSINESS

1. Minute of the Meeting held on 20 September 2017

Court noted the minute of the meeting (on file, Court 17/03).

2. Gap Sites Update

The Quaestor & Factor gave a verbal update to his written report (on file, Court 17/04) outlining progress with the gap site development works underway at University Hall and Agnes Blackadder Hall, to increase the number of bed spaces. The University was continuing to work towards financial close on the contracts. There had been no appeal for a judicial review of the planning consent granted for the works, and the deadline for doing so had now elapsed, removing that theoretical risk. The Quaestor had not yet released the extended Letter of Intent of up to £5m for the main contractors, SRM, approved in September by PARC, but expected this to be issued by 18 October 2017. Agreement with the main contractors had been reached on a reduced total contract price for the build, and minor revisions to the planned design had recently been submitted to Fife Council to allow for the separation of the buildings (satisfying the HMRC requirements and addressing an outstanding concern of the funder). The

Quaestor confirmed that if financial closure is not reached at the timescale now predicted, Court will be consulted on the options available thereafter.

3. Property Update

Court received the summary report of planned and on-going capital projects being undertaken by the University (on file, Court 17/05). The Quaestor & Factor confirmed that no building work would take place at the University Sports Centre in the Martinmas examination diet, the build works at which site might run over into the next calendar year. Efforts are ongoing to have the works accelerated.

4. Indicative Student Entrant Numbers, 2017-18

Members noted a briefing paper (on file, Court 17/06) providing data on estimated student entrant numbers by domicile and cohort for the new 2017/18 academic session.

5. Annual Report of the Investment & Treasury Assurance Group

Members received the annual report (on file, Court 17/07) of the Investment & Treasury Assurance Group, detailing recent financial performance in the University's various endowment funds.

6. Annual Development Update

Court noted the summary report (on file, Court 17/08) outlining the University's philanthropic performance to 31 July 2017.

7. Institutional Indicators Update

Court noted the regular report (on file, Court 17/09) of the University's performance measured against a set of key targets in the areas of research, learning & teaching, student experience, financial stability, staff and reputation.

8. Strategy Development Schedule

Members noted the proposed timetable (on file, Court 17/10) for drafting, consulting on and approving the newly revised iteration of the University's strategic plan, discussed in detail at the earlier strategic session.

9. USS Consultation

Members discussed a briefing paper (on file, Court 17/11) regarding the ongoing USS consultation on the technical provisions for the triennial actuarial revaluation of the scheme. The Vice-Principal (Governance) outlined the process thus far, highlighting that the deficit appears to have significantly increased to £12.7bn (from £5.3bn in 2014). It is thus predicted that substantial changes to either the level of benefit and/or contribution rate will be needed to tackle the scale of the issue. There was concern from staff representatives on Court that moving to a Defined Contribution scheme (either temporarily or

permanently), which the University has favoured under its individual response to the employer consultation, places undue risk on employees and will discourage staff (those early career in particular) from joining. Management were encouraged to speak to economists within the School of Economics & Finance for their view on the proposals, noting the long-term viewpoint that might need to be taken in assessing the viability of the scheme and any revisions thereto, particularly in establishing the actual level of deficit.

The Quaestor & Factor confirmed that this round of consultation with UUK was with employers only, and that an employee consultation will be undertaken in early 2018, when the present exercise has concluded. The University has not been reserved in expressing its significant concerns about the governance and management of the scheme, highlighting in its response that the substantial reforms made in 2014 have had no positive effect. As a national 'last man standing' scheme, however, the influence of individual institutions is limited, though the University will continue to lobby with UUK to make positive progress in tackling this major risk to the HE sector.

V. REGULAR BUSINESS

1. HEALTH & SAFETY UPDATE

Court noted an update from the Health & Safety Assurance Group (on file, Court 17/12), detailing therein action taken to address the safety implications arising from the Grenfell Tower tragedy and the recent minor fire on the Purdie Building roof.

2. AUDIT & RISK COMMITTEE

i) Minute of the Meeting held on 7 September 2017

Members noted the minute of the Committee's meeting (on file, Court 17/13), expressing support for the Audit & Risk Committee's ongoing review of its terms of reference. Also highlighted were the findings of the recent KPMG Internal Audit report into the University's current arrangements for Virtual Learning, the conclusions of which, though largely positive, drew attention to the present lack of an institutional strategy on the usage of e-Learning applications, leading to a rather piecemeal approach to implementation.

ii) Academic Assurance Group Annual Report

Court noted the annual report (on file, Court 17/14) of the Academic Assurance Group's discussions and activities.

iii) Statement to SFC on Internal Subject Review

Court formally approved the annual institutional statement of teaching quality and internal subject review (on file, Court 17/15) required by the Scottish Funding Council (noting that this has been supplied already in draft to the SFC, to meet their own deadlines).

iv) Risk Management Update

Court noted the regular update given to the Audit & Risk Committee (on file, Court 17/16) of the escalating institutional risks and the actions being undertaken to mitigate their effects.

v) Minute of the Meeting held on 11 October 2017

Members noted the minute of the Committee's meeting (on file, Court 17/17). Ms Chesters, Convenor of the Committee, highlighted the recent papers on the subject of Business Continuity considered by Audit & Risk, commenting that a future briefing to Court on these issues would be helpful in raising awareness of the work being undertaken to mitigate the many and various risks to the University's day-to-day operations.

vi) Financial Statements, 2016-17

The Chief Financial Officer introduced the annual financial accounts (on file, Court 17/18), thanking the Finance team and the University's external auditors for their prompt and thorough work in completing the year-end financial process to a tight timescale. Ms Chesters, on behalf of the Audit & Risk Committee, drew members' attention to two specific areas within the annual financial performance data: the potential institutional risks of an increasing USS deficit; and the sustainability challenges of a small, slow-growing annual operational surplus.

Court thereafter added their thanks to the Finance team for achieving a tight year-end timetable and a very clean external audit report, before approving and adopting the 2016-17 Financial Statements as presented.

vii) Audit & Risk Committee Annual Report, 2016-17

Members noted the Committee's annual report of its activities (on file, Court 17/19).

3. ACADEMIC COUNCIL

Members noted the report of the meeting held on 27 September 2017 (on file, Court 17/20).

4. COURT OFFICE BUSINESS

Court received the report from the Executive Officer (on file, Court 17/21) detailing a number of routine Court-related matters.

VI. ANY OTHER COMPETENT BUSINESS

Dr Roscoe, on behalf of a number of colleagues he represents, brought to Court's attention some concerns about the apparent salary-level of apprentice employees contracted to the University nursery's private sector provider. The

Principal thanked Dr Roscoe for bringing this matter to her attention, which will be investigated further.

It was agreed that thought would be given to rescheduling the October Court dates, to split the Away Day session and standard Court meeting across two separate occasions, the result of which would be to ensure appropriate attention is given to the full range of items on Court's agenda.

VII. DATE OF NEXT MEETING

Friday 19 January 2018 at 10.00am.

UNIVERSITY COURT OF ST ANDREWS

AT ST ANDREWS on the 19th day of JANUARY 2018 AT A MEETING OF THE
COURT OF THE UNIVERSITY OF ST ANDREWS

Present: Mr Srdja Popovic, *Rector (President)*; Dame Anne Pringle, *Senior Governor*; Professor Sally Mapstone, *Principal*; Professor Garry Taylor, *Master of the United College & Deputy Principal*; Mr Adrian Greer, *Chancellor's Assessor*; Mr Lewis Wood, *President, Students' Association*; Mr Zachary Davis, *Director of Education, Students' Association*; Ms Camilla Duke, *Rector's Assessor*; Mr Kenneth Cochran, *General Council Assessor*; Professor Frances Andrews, Professor Sharon Ashbrook, Dr Philip Roscoe and Dr Morven Shearer, *Senate Assessors*; Ms Donna Pierz-Fennell, *Non-Academic Staff Assessor*; Councillor Jim Leishman, *Provost of Fife Council*; Mr Timothy Allan, Ms Pamela Chesters, Mr Ken Dalton, Professor Stuart Monro, Mr Nigel Morecroft, Dr Mary Pople and Professor Sir David Wallace, *Non-Executive Members*.

In attendance: Professor Brad MacKay, *Vice-Principal (International Strategy & External Relations)*; Mr Alastair Merrill, *Vice-Principal (Governance)*; Professor Lorna Milne, *Senior Vice-Principal (Proctor)*; Mr Derek Watson, *Quaestor & Factor*; Professor Derek Woollins, *Vice-Principal (Research & Innovation)*; Mr Andy Goor, *Chief Financial Officer*; Dr Gillian MacIntosh, *Executive Officer to the University Court & Senate*; Ms Ester Ruskuc, *Director of Strategy & Policy* (for Item II 5 only).

Apologies: Mr Nigel Christie, *General Council Assessor*.

I. OPENING BUSINESS

1. WELCOME

Mr Srdja Popovic, the recently elected Rector, and Ms Camilla Duke, the newly appointed Rector's Assessor, were both warmly welcomed by the Senior Governor to their first meeting as Court members.

2. MEETING MINUTES

i) Minute of the Court Meeting held on 17 October 2017

The minute of the previous Court meeting (on file) was agreed as a correct record.

ii) Court Away Day Report, 17 October 2017

Members approved the report of strategic business discussed at the October 2017 Court Away Day (on file, Court 17/22), commending the senior management team for the significant work that went in to preparing the proposals discussed, ensuring that Court had valuable early input into these strategic matters.

iii) Matters Arising

Court noted an update on the intake of EU students (on file, Court 17/23), including therein the present treatment of Norwegian- and Swiss-domiciled students (like the UK post-Brexit, both countries are not formal members of the EU). The Vice-Principal (International Strategy & External Relations) noted that the fee status and composition of the EU cohort is expected to change, as Brexit proceeds to the implementation stage, and thus the University is exploring ways to deepen relationships with a number of EU institutions, to provide a degree of resilience against external changes. Scoping work was also underway to determine areas where the University might recruit to replace the present level of EU intake, if this was to significantly reduce. It was recognised that if EU students were to be badged as 'overseas' for the purposes of tuition fees, a financial boost would result, though care had to be taken that this did not change fundamentally the demographic of who could afford to apply to the University. The Principal noted that a key unknown remained the potential future use of the c.£95m the Scottish Government presently spends on subsidising EU students at the same rate as Scottish students, and that this remained a significant focus of present lobbying with government by institutions across Scotland. It was confirmed that the level of EU PGR students had largely returned to pre-600th Anniversary Scholarship levels (this period a high-point of recruitment), and that overall, from the recently released UCAS data for the present cycle, St Andrews was experiencing a significant uplift in applications (of between 11-15%) across the UG cohorts.

The interim report of the Capital Project Governance working group (on file, Court 17/24) was discussed at length by Court members informally over dinner the previous evening. It was received by Court, with members agreeing with the suggestion of the Convener of Audit & Risk that, as a long-term project, this matter should be captured in the institutional strategic risk register.

3. REPORT FROM THE PRINCIPAL

The Principal provided a verbal update to Court on events highlighted in her advance written report (on file, Court 17/25). Media coverage of a recently-launched civil case by a former St Andrews student, against a man (not part of the University community) initially cleared by the High Court of raping her, was discussed. It was noted that professional and pastoral support continued to be offered to the St Andrews graduate, who has recently been granted legal aid to pursue a civil action against her alleged attacker. The student members of Court noted that the communication they had received in light of this case had commended the fact that the University has continued to offer significant support to the former student, as she pursues this issue through the legal system.

Noting that the Principal's Office had recently concluded the preliminary stage of strategic conversations aimed at identifying priorities in the new strategic plan, lobbying continued with a number of key political figures influential in the HE landscape. Mr Mike Cantlay, the new Chair of the Scottish Funding Council, had recently been introduced to University principals, and it was clear that efforts were underway to make the SFC more strategic, to support the Scottish

Government's intention that HE institutions act as engines of economic change. It was unclear as yet how the SFC would now function under the umbrella Enterprise & Skills Strategic Board, which will align and co-ordinate a number of different agencies including the SFC. At the Principals' meeting with Mr Cantlay, issues discussed included the widening access agenda, which remained a significant area of focus given the challenges of raising attainment across the school sector in general. In UK news, in January's Cabinet reshuffle, Jo Johnson MP had been replaced as Minister for Universities & Science by Sam Gyimah MP. It was uncertain at present if TEF or subject-level TEF (initiatives introduced and strongly championed by Johnson) would continue under the new ministerial appointment, or if there would be a shift in the intention to include overseas students in net migration figures. The Principal would shortly be attending a Burns Night celebration at 10 Downing Street, and it was hoped that there would be opportunities for further discussion on both these issues with key political figures in a UK context.

It was confirmed that plans for scheduling Mr Popovic's Rectorial Installation were currently being discussed, with the traditional student-led 'drag' due to take place on Wednesday 11 April and the formal installation ceremony on the afternoon of Friday 13 April, after that morning's Court meeting had concluded. In other University news, on the Principal's recommendation, Court approved the award of Wardlaw Professorship status to Professor Nicholas Roe, School of English, and Professor Hew Strachan, School of International Relations, who had both been recently honoured by their election as Fellows of the British Academy.

II. PARC BUSINESS

1. Minute of the Meeting held on 15 December 2017

Members noted the minute of the meeting (on file, Court 17/26). The Senior Governor highlighted that draft business cases for both the Music Centre and Professional Services Relocation to Guardbridge would be tabled to the next meeting of the Committee in March. Construction work for the Eden Campus is expected to begin in August 2018, with Albany Park's redevelopment scheduled to start on site in early 2019.

Members discussed the recent closure of the SASOL research facility at the University, out of which PARC had agreed to financially support the initial establishment of a new research services company known as Drochaid Research Services Ltd, staffed largely by the previous SASOL employees. It was agreed that the new institutional strategic plan needed adequately to address the University's commercialisation ambitions, establishing an effective structure to enable senior management to manage and grow initiatives of this kind. It was thus important to learn lessons from the creation and development of Drochaid, with further updates to Court on commercialisation activities requested.

2. Property Update

Court received the summary of in-train and planned capital projects (on file, Court 17/27). Verbal updates were given on the potential VAT liability to HMRC for the gap site residential developments, on the current delays to the completion of Phase 3 of the Sports Centre redevelopment works, and on the expected limited impact of the collapse of the large contractor Carillion on the sub-contracted supply chain.

Noting the potential for solar development at Eden Campus, given the orientation and large-scale roof space of the buildings that made up the previous paper mill site, the Quaestor confirmed that the University had received a grant of c.£60k to investigate the possibilities of installing solar panels at this site and others across the University estate. Possible locations were being surveyed by an external company, with a view to identifying suitable areas for future development.

Mr Tim Allan declared an interest in Court's discussions on the Tay Cities deal, due to his involvement in the Tay Cities Region Joint Committee. The Quaestor reported that the outcome of the University's £24m bid to the fund, to invest largely in the Eden Campus, would likely be known in March, once Heads of Terms are issued. Members of the Principal's Office continue to lobby council officials from both Fife and Dundee, and the Eden Campus will shortly welcome a visit from Scottish Office officials to view its potential. Commercial companies continue to express interest in the space and facilities that might be made available at Guardbridge, highlighting the importance of success in the Tay Cities bid if the University wishes to make a transformational change to the level of engagement with industry with the University and the community of north east Fife and Tayside to grow the economy in a strong and sustainable fashion.

3. USS Update

The Vice-Principal (Governance) updated Court members on the ongoing discussions underway for the USS Triennial Revaluation (summary on file, Court 17/28), noting that the situation remained fluid as the final deadline of 23 January approaches for the national Joint Negotiating Committee to agree a way forward for revising the Scheme to address its serious financial problems. In response to UUK's revised Employer proposal, a counter-proposal has been tabled by the UCU. The UUK proposal would maintain member and employer contributions unchanged, but would reduce the defined benefit salary cap to zero for the period until the next valuation, meaning that members would receive defined contribution benefits on all their salary. The UCU counter-proposal would involve a substantial increase in both member and employer contributions, and a reduction in the accrual rate, whilst maintaining all other elements of the current benefit structure, which is considered unaffordable by employers. Universities remain concerned that the systemic structural and governance problems that have affected USS over the past ten years will not be addressed by the reforms presently being proposed. It is possible a compromise deal might emerge between the UUK and USS trustees, but Trade Unions are currently balloting their members for widespread strike action at the level of individual institutions.

Contingency planning is underway internally to mitigate the effect of industrial unrest, particularly on students who are scheduled to sit examinations and to graduate in the summer.

Dr Philip Roscoe, Senate Assessor, highlighted the great concern amongst academic colleagues about the present USS situation, noting the level of anger and upset amongst staff regarding the potential for the further diminution of their pension benefits. It was widely considered that the proposed reforms to the Scheme were unduly placing the future risk onto employees. It was therefore likely that the ballot for strike action would be well supported amongst eligible colleagues. Concern was expressed at the tone of the University's response to the Employer Consultation originally held in September 2017, which had been considered hard-line in comparison to some other Scottish institutions, emphasising the unaffordability of reforms at the employer level. The Senate Assessors noted that this statement sat uncomfortably with the level of spending practically apparent across the institution, primarily visible in the large capital projects underway (it was not well understood amongst staff, however, that some of these developments are funded by external commercial partners, with others also attracting an element of philanthropic support). It was also regretted that the primary form of regular communication with staff on the USS issue has been via the Trade Unions or the general media, rather than directly from the institution itself, leaving the University's own position on the ongoing negotiations poorly understood by staff overall.

The Principal thanked Dr Roscoe and the other Senate Assessors for their honest and open comments to Court. Noting that the intention was to hold an open forum for staff once the current negotiations had ended and the proposed Scheme changes put out for formal consultation, the Principal reiterated that the University has taken a long-term view on the Scheme's future viability, resisting further 'tweaks' in favour of long-overdue substantive reforms to address systemic financial problems, including in the governance of the Scheme. Comparators with the benefits offered in private pension schemes were also significant when making an assessment on future affordability.

It was suggested that further engagement with staff might usefully be at School-level, rather than via a cross-institutional meeting, to allow individual members of staff to raise questions and address issues in a smaller forum. It was also recommended that communication with staff be enhanced and increased, clearly to explain the University's chosen position and to inform staff frequently of the national developments with USS reform, as the present negotiations proceed.

4. Capital Investment Plan

Court noted the latest iteration of the Capital Investment Plan (on file, Court 17/29), detailing the proposed spend and individual times for each project therein.

5. Strategic Development Update

Ms Ester Ruskuc, Director of Strategy & Policy, joined the meeting for Court's discussion on this agenda item.

Court discussed the update summary (on file, Court 17/30), noting that the priority areas to be taken forward in the new strategic plan were now taking shape, helped by the ongoing input of staff and students, and discussed / tested with a number of dedicated focus groups. A Principal's Office meeting the following week would further consider the present themes. It was the intention that an outline of the revised strategic plan and its key areas of coverage would be tabled to April's Court meeting for further discussion. The context of the plan was one of a globally competitive environment, in which the University faces a backdrop of significant challenges. St Andrews has become known internationally for its standards of quality and excellence, but it was vital not to be complacent as the University looks forward to its next decade.

Individual elements of the plan presently included: the size and shape of the University; the maximised use of estate space; the identification of areas of strength and potential, including commercial opportunities; the enhancement of diversity and inclusivity initiatives; internationalisation strategies; and enhancing the commitment to the local community. Central to all the elements were the people of the University community, who will practically deliver the plan's priorities and drive its successful implementation going forward.

Court welcomed the progress thus far in developing the new strategy, noting that the University's current high level of performance is reflective of strategic decisions for investment and growth made over a decade ago. Similar initiatives are required to ensure that the institution continues to perform at the top of the UK HE sector, addressing the challenges of a more globally competitive environment, where the pace of technological and societal change continues to increase. For a smaller university such as St Andrews, it was thought that collaboration (across research, teaching and learning) was vital, to ensure the critical mass that is required to make international impact. Internal linkage of existing research areas (via institutes or other such structures) might allow for expansion into new offerings, such as Advanced Engineering, which would exploit inter-disciplinary strengths across academic Schools, and the potential for collaboration with other institutions. Noting his intention of running a number of survey and consultation events with the student body over the next semester, the Rector offered to include within this exercise some of the emerging priorities of the strategy development, to further engage the student body with the process. This was greatly welcomed. New opportunities for enhancing the University's brand and use of facilities (for instance, offering training to mid-career professionals, perhaps online or in a summer school environment when existing estate space is underused) were suggested, which might tap in to more international markets and provide a source of income to subsidise conventional student scholarships. In general, it was hoped that the new institutional strategy might further develop the University's ambitions in the area of commercialisation, identifying also what structures need to be put in place to support improvements in this important area.

Taking note of the various suggested textual amendments to the current iteration of the document, the Principal thanked Court members for their helpful comments, noting that these would greatly aid the further development of the strategic priorities over the next few weeks.

6. Institutional Indicators Update

Members noted the quarterly report (on file, Court 17/31) of the University's institutional performance measured against defined targets related to research, learning and teaching, financial stability, staff, infrastructure and reputation.

7. Summary Financial Report to 30 November 2017

Members noted the summary report of recent University financial performance (on file, Court 17/32).

8. SFC Interest-Free Loan

Court approved the acceptance of a c.£5m interest-free loan from the Scottish Funding Council (related paper on file, Court 17/33), to be paid from their Financial Transactions fund prioritising carbon reduction / energy efficiency initiatives. The loan will be repayable from August 2019, over a period of seven years. The Chief Financial Officer confirmed that payback would be achieved through financial savings made on utilities, enabling transformational change via a number of distinct utility and infrastructural projects. Balance sheet impact would be minimal, existing long-term debt providers were content with the proposal, and projects would largely be taken forward through specialised contractors. Court congratulated the senior team on securing this competitive funding made available to Scottish HEIs, approving the acceptance of the interest-free loan on the terms detailed in the supporting paper.

III. DISCUSSION ITEM

1. HE Sector Stakeholder Engagement

The Principal outlined the content of the briefing paper (on file, Court 17/34), noting that Court had requested further information on the key areas of senior management's input into policy in the Scottish and UK HE sectors. The recent appointment of the Director of Strategy & Policy has helped enhance the overall strategic thinking of the senior management team, cultivating the depth of expertise and developing the authority base, to ensure that lobbying is coherent, influential and the University's opinion is taken seriously. As examples, the Senior Vice-Principal & Proctor's UK-wide work on implementing TEF, and the Principal's own efforts in leading on the widening access agenda in Scotland, have benefited the institution's reputation and visibility, and have allowed contact with key decision-making individuals to build depth and engagement. It was recognised that the University must be on the front-foot, shaping and creating policy rather than playing a reactive role. In a post-Brexit environment, for instance, St Andrews' international composition and profile gives a platform to

address the political challenges and input into ongoing discussions at a national level. Engaging personally with key players in the HE sector (the forthcoming visit of Sir Mark Walport, Chief Executive of UKRI, is an example) was thought to be very beneficial, both in demonstrating the standard of work presently ongoing in the University, and providing an opportunity to engage directly on matters of concern or interest.

Noting that a number of Court members have already lent their skills and contacts to good effect, Court members were encouraged to spend time with Principal's Office members to share expertise and information. This would help further develop the strategic plan, where issues of commercialisation and industry engagement would be vital to future growth streams.

It was agreed in subsequent discussion that engagement with NHS Fife, on the practical delivery and availability of medical services, was an omission from the present list of stakeholder engagement, and should be included in future iterations of the document.

IV. REGULAR BUSINESS

1. HEALTH & SAFETY UPDATE

Court noted a summary (on file, Court 17/35) of recent institutional health and safety performance.

2. AUDIT & RISK COMMITTEE

i) Minute of the Meeting held on 27 November 2017

Members noted the report of the meeting (on file, Court 17/36). Ms Chesters, Convener of the Committee, highlighted the work the Committee has recently undertaken on revising its terms of reference. The Committee's November meeting had received helpful internal audit reports on both post-capital project reviews and the distributed IT model, the recommendations of which were being taken forward. In addition, the issue of establishing a second IT data centre would receive future follow-up by the Committee, to ensure business continuity arrangements were adequate.

In reference to a query regarding the University's preparedness for the introduction of the new EU General Data Protection Regulations (and specifically its impact on the current use of contact data for alumni), the Vice-Principal (Governance) confirmed that the intention was for a follow-up review of the University's compliance by the internal auditors in AY2018/19, once the new regulations were in force. It was suggested that this review might also usefully consider the current access of staff to personal student data, to ensure that this was limited as far as possible, given the potential data security risks and the penalties should this information be misused. An update on the University's preparedness for the introduction of EU GDPR was requested for the next meeting of Court in April.

ii) Ethics & Research Integrity Assurance Group Annual Report

Court noted the annual summary (on file, Court 17/37) of the Assurance Group's activities, including its oversight of the University Teaching & Research Ethics Committee and the Animal Welfare & Ethics Committee.

iii) Risk Management Update

Members noted a summary (on file, Court 17/38) of institutional risks that have been escalated for the attention of the Audit & Risk Committee, along with their related controls.

Recognising the increased demands placed on Student Services by an escalated reporting of student health concerns, specifically in the areas of mental health and depression, Court discussed how academic Schools are informed of individual student issues in a confidential manner, to ensure practical adjustments and appropriate support in the academic setting. The Proctor welcomed Court's engagement on this issue and reported that Dr Lusk, Director of Student Wellbeing Projects, was presently leading work to examine how the University might improve current practice in this area, including the support of academic staff who might have more direct and regular contact with the particular student in need of support. The Proctor highlighted that UK universities in general have witnessed an unprecedented rise in requests for mental health support across the student body, necessitating a more 'joined-up' approach with local NHS services than has traditionally been the case. It is clear that local health services (designed largely to accommodate the permanent local population) can struggle with the term-time influx of younger individuals, leading to pressures on the timeliness and availability of care at local hospitals and clinics. This was being actively addressed by the University in its engagement with the NHS, and alternative offerings were also being considered.

3. GOVERNANCE & NOMINATIONS COMMITTEE

i) Minute of the Meeting held on 7 November 2017

Members noted the report of the meeting (on file, Court 17/39). The Committee's discussions on compliance mapping to the new Code of Governance was highlighted, as was the need for increased Court visibility across the institution, as preparations for the introduction of the elected Senior Lay Member position moved forward. The Committee's next meeting in March would consider both issues again.

Subsequent to both individuals leaving the meeting, and after receiving a report from the Senior Governor on her recent formal appraisals of both members, Court approved the re-appointment of Professor Stuart Monro and Professor Sir David Wallace, for a second and final term as Non-Executive members of Court, from 1 August 2018 to 31 July 2022. It was agreed that Professor Monro would assume the Chair of G&N for the next academic session, once Sir John Elvidge stood down from that position in May 2018. On their return, Court joined with the

Senior Governor in congratulating both members, thanking them for their willingness to continue their service to the University.

Following October's discussions on improving Court effectiveness, the Senior Governor confirmed that the annual strategy-focused 'Away Day' has been moved to a separate date, henceforth to be held in September each year. A Court SharePoint drive would shortly be operational, the intention being that Court papers might be made more streamlined. A meeting with Committee chairs (joined by student and staff representatives) would be convened soon to determine how Court agendas could be made more effective and strategic in future, while adequately fulfilling Court's good governance responsibilities.

The Senior Governor confirmed that she has now completed her individual appraisal meetings of those members who have completed more than a full year on Court. The intention would be to repeat these biennially, though if any member wished feedback on their performance at any point, this request should be directed to the Senior Governor. The Principal's appraisal would continue on an annual basis, with Professor Mapstone's objectives for the forthcoming year to be discussed at the March meeting of the Remuneration & HR Committee.

ii) Non-Executive Recruitment 2018

Court approved the proposed advertisement and recruitment paperwork (copies on file, Court 17/40) for the Non-Executive member recruitment exercise to be undertaken in the spring of 2018.

iii) General Council Assessor Election 2018

Court noted the proposed procedural arrangements for the forthcoming election of a General Council Assessor to Court (details on file, Court 17/41).

iv) Draft Ordinance re Academic Freedom

Following the completion of the statutory consultation period, Court approved the present draft text seeking to amend Ordinance No.128 (Employment of Academic Staff) (on file, Court 17/42), to ensure compliance with the requirements of the HE Governance Act 2016. The draft Ordinance would next be submitted to the Scottish Government, and thence the Privy Council, for their consideration.

4. REMUNERATION & HUMAN RESOURCES COMMITTEE

i) Minute of the Meeting held on 7 November 2017

Members noted the report of the meeting (on file, Court 17/43). Highlighting that the Committee of University Chairs was presently consulting on a draft HE Remuneration Code. Mr Morecroft confirmed that both G&N and the Remuneration & HR Committee would shortly consider the institutional response. Individual Court members and staff were invited also to respond

individually to the consultation, or to feed in comments to Mr Morecroft for inclusion in the institutional submission.

ii) Staff Survey 2017 Results

Court discussed the main outcomes and follow-up actions from the Staff Survey undertaken in 2017 (report on file, Court 17/44). The University's performance when measured against other HEIs (as detailed in the external benchmarking provided in the paper) was impressive, highlighting that staff satisfaction with St Andrews workplace was significantly more positive than results from elsewhere in the UK HE sector. Court commended senior management on these positive findings of the survey, noting the critical importance of staff as the University's most valuable asset.

iii) Annual Report on Senior Salaries

Court noted the annual report of senior staff salaries (on file, Court 17/45).

iv) Annual Report on Severance Payments

Court noted the annual report (on file, Court 17/46) of severance payments made in the period 1 August 2016 to 31 July 2017.

5. ACADEMIC COUNCIL

Members noted the report of the meeting held on 6 December 2017 (on file, Court 17/47).

6. COURT OFFICE BUSINESS

Court received the report from the Executive Officer (on file, Court 17/48) detailing a number of routine Court-related matters. In receiving the report, Court promulgated Draft Court Resolution 2018 No.1 (Foundation of Chairs).

V. ANY OTHER COMPETENT BUSINESS

Noting growing concerns about the serious impact of plastic on the environment, Court agreed that their future meetings would ideally be catered with jugs of water rather than bottled water, to minimise unnecessary waste.

VI. DATE OF NEXT MEETING

Friday 13 April 2018 at 10.00am.

UNIVERSITY COURT OF ST ANDREWS

AT ST ANDREWS on the 13th day of APRIL 2018 AT A MEETING OF THE COURT OF THE UNIVERSITY OF ST ANDREWS

Present: Mr Srdja Popovic, *Rector (President)*; Dame Anne Pringle, *Senior Governor*; Professor Sally Mapstone, *Principal*; Professor Garry Taylor, *Deputy Principal & Master of the United College*; Mr Adrian Greer, *Chancellor's Assessor*; Mr Lewis Wood, *President, Students' Association*; Mr Zachary Davis, *Director of Education, Students' Association*; Ms Camilla Duke, *Rector's Assessor*; Mr Nigel Christie and Mr Kenneth Cochran, *General Council Assessors*; Professor Frances Andrews, Professor Sharon Ashbrook and Dr Philip Roscoe, *Senate Assessors*; Ms Donna Pierz-Fennell, *Non-Academic Staff Assessor*; Mr Timothy Allan, Ms Pamela Chesters, Mr Ken Dalton, Professor Stuart Monro, Mr Nigel Morecroft, Dr Mary Popple and Professor Sir David Wallace, *Non-Executive Members*.

In attendance: Professor Brad MacKay, *Vice-Principal (International Strategy & External Relations)*; Mr Alastair Merrill, *Vice-Principal (Governance)*; Mr Derek Watson, *Quaestor & Factor*; Professor Derek Woollins, *Vice-Principal (Research & Innovation)*; Mr Andy Goor, *Chief Financial Officer*; Dr Gillian MacIntosh, *Executive Officer to the University Court & Senate*; Professor David Crossman, *Dean of Medicine* (for Item II 6(ii) only); Professor Ineke De Moortel, *School of Mathematics & Statistics* (for Item III only).

Apologies: Dr Morven Shearer, *Senate Assessor*; Councillor Jim Leishman, *Provost of Fife Council*.

I. OPENING BUSINESS

1. MEETING MINUTES

i) Minute of the Court Meeting held on 19 January 2018

The minute of the last meeting (on file) was agreed as a correct record.

ii) Matter Arising: GDPR Readiness

Court noted an update (on file, Court 17/49) of the University's readiness for forthcoming changes to data protection legislation, following the introduction of EU General Data Protection Regulations (GDPR), particularly with regard to the potential implications for fundraising and Development-related activities with alumni. The Vice-Principal (Governance) reported that the new regulations will have little material impact on the present legal basis for the University undertaking fundraising activities based on the personal data the institution holds on graduates (under the Legitimate Interests principle) and that further work is underway to ensure that the University can demonstrate full legislative compliance with the new requirements surrounding data protection. A recent

internal audit report by KPMG on the University's preparedness for the introduction of EU GDPR had been very positive, with St Andrews ranked ahead of many other institutions in the HE sector.

A query was raised about the ongoing progress of limiting only to essential users access to sensitive student data, given the potential penalties that can be issued under the new regulations should that information be unlawfully shared. The Vice-Principal (Governance) reported that the University has been systematically reducing access to institutional administrative databases such as SITS over the past few years, and that an audit of information access via privacy impact assessments was routinely carried out for new projects or policies.

There was some concern amongst members that, in relation to fundraising activities, there was no intention to email all existing supporters and alumni to seek their explicit 'opt in' to receiving future communications, as many other charities have been undertaking. Whilst Court members recognised that the University had a sound legal basis for continuing its fundraising activities, it was suggested that an additional email proactively seeking alumni consent might provide an opportunity to 'clean up' data on legacy contacts and demonstrate that the University had explicitly asked for consent for continued marketing and permission for how an individual's personal data would be used. The Vice-Principal (Governance) agreed to investigate the appropriateness of this as a priority, and establish what other Scottish universities are doing in this area. Court members asked also for further information to be provided on the University's approach to wealth profiling. The Vice-Principal (Governance) agreed to commission a note from the Director of Development.

An update on readiness for GDPR was requested for June's Court meeting, with the request for advice on a consent email to present supporters and on wealth profiling to be provided before GDPR comes into force.

2. REPORT FROM THE RECTOR

The Rector introduced his written Court report (on file, Court 17/50), highlighting that this new initiative was intended to provide a means via which the concerns and opinion of the student body can be further communicated to Court meetings. To gather information for compiling the report, the Rector had held an online Facebook Live session with students and had also established a student-led Rector's Committee (staffed by matriculated students), to continue engagement with the student body when the Rector himself is abroad. Prior to the authoring of the report, a survey of the student body in relation to the recent industrial action had been undertaken, the results of which were included. Although initially students had been largely in support of the action, as the strikes had continued and the summer examination diet approached, there was a growing opinion amongst the student body that the action should cease before it impacted upon the end-of-semester assessments.

A concern repeatedly raised by students in their direct communication with the Rector and his team was worries about the financial cost of student accommodation, particularly once Albany Park had been closed for

refurbishment. The Principal noted that rents at Albany Park are presently kept artificially low, to reflect the standard of accommodation being offered, the site being in need of a major refurbishment. However, the issues raised by the Rector about the University offering a range of affordable accommodation options were recognised as a valid concern. The Principal highlighted that the Senior Vice-Principal (Proctor) was currently chairing a working group, involving student sabbatical representatives, reviewing the current system of bursary support. This would consider if grant awards might be extended to cover a student's entire four-year length of study at the University, rather than the present two-year period, to provide long-term assurance over the affordability of accommodation. It was noted that the University offers a number of additional services within the cost of the accommodation fee (such as wardennial support, Wi-Fi and a variety of catering options), which can skew comparisons with offerings elsewhere. It was confirmed that the Proctor's working group would meet again before June Court, and that the issues highlighted by the Rector's report might be usefully taken forward via that body.

The Rector ended his verbal summary by highlighting that an open forum for students would shortly be held, to gather input from the student body for the ongoing institutional strategy development process being led by the Principal's Office.

3. REPORT FROM THE PRINCIPAL

The Principal gave an update on her advance report to Court (on file, Court 17/51), detailing recent HE- and University-related news and events. Having recently returned from a trip to the US to explore a number of philanthropic fundraising opportunities, the Principal reported on the success of these meetings, with pledges given in support of the strategic vision of the University presently being developed into the new institutional plan. Continuing to be ambitious in fundraising activities, it was hoped that further large-scale pledges would not only support the University's objectives to be an institution with significant global standing, but also leverage further donations in future. On her US trip, the Principal was delighted to have attended two meetings with the current Bobby Jones scholars at Emory University in Atlanta, the incumbents of which were clearly outstanding ambassadors for the University. Court congratulated the Principal on her successful trip.

In other University-related news, Professor Mapstone reported that Dr Katie Stevenson had recently taken up the new position of Assistant Vice-Principal (Collections), with responsibility for oversight of the strategic development of the Library, Museums and the Botanic. It was the intention for Dr Stevenson to attend a future Court meeting to give a presentation on the overall Collections strategy, once this is further developed.

In reference to members' queries, the Principal confirmed that attendance by prospective applicants at University Open Days remained very high, despite the recent challenging weather conditions and the strike action visibly underway across the campus. In reference to student application rates, it was noted that PGT numbers have slightly reduced from last year's above-average total, though

conversion rates of PGT applicants to entrants remains on target. It was recognised that improving the student experience and satisfaction rates for the one-year Masters-level cohort remained a priority, if application numbers were to remain robust against a background of challenging funding opportunities for this particular cohort.

II. PARC BUSINESS

1. Minute of the Meeting held on 16 March 2018

Ms Pamela Chesters declared an interest in this agenda item, specifically in reference to PARC's recent discussion on the Tay Cities Deal, as she is a current Non-Executive Director in the Department for Communities & Local Government Board (the UK governmental body responsible for the city deals programme).

Members noted the report of the meeting (on file, Court 17/52).

2. USS

The Senior Governor reported that the result of the recent UCU ballot on whether the current industrial action continues at 13 universities (of which St Andrews is one) would be reported later in the afternoon, after the Court meeting. Regardless of the result, the ongoing concerns over the USS valuation process to determine the actual level of the Scheme's deficit were liable to have long-term implications for the University, given the complex challenges standing in the way of reaching a mutually-agreeable solution to developing a fair and sustainable recovery plan. Financial modelling was underway to assess the potential impact of increased contributions on the University's financial performance. Given the recent strike action and the questions raised by that, it was increasingly likely that the present governance of the Scheme would come under scrutiny, particularly as regards UUK's continued role as employer representatives and the UCU's for all scheme members.

Locally, a number of Lay Court members had met directly with Faculty staff at a lunch organised the previous day by the Senate Assessors, and concerns had been raised generally from staff attendees about some of the communications issued by management and the language used during the recent strike action, particularly as regards where the University positions itself in comparison to other HE institutions. It was agreed that the occasion had been greatly useful for Lay Court members to gauge the deeply-held feelings of academic staff against any potential diminution to their pension benefits and to hear their viewpoint on the proposed Scheme reforms. The President of the Students' Association welcomed the clear and reassuring updates that had been provided to the student body during the strike period, with the Principal detailing to Court what contingency arrangements are planned to be put in place to retain the integrity of the examination diet and graduation period, should the industrial action continue into the next months.

A query was raised in reference to the deductions from salary of hourly-paid graduate teaching assistants who participated in the recent strike, with the Vice-

Principal (Governance) highlighting that discussions had been held with the local UCU St Andrews branch, and those hourly-paid staff who had done preparation for a class subsequently cancelled due to the strike would be paid for that preparation time.

3. Capital Projects, for Approval

i) Professional Services Relocation – Full Business Case

Noting the importance of this project to the overall strategy for growth of academic facilities in the town centre and as a means of unlocking the potential development of the Eden Campus overall, Court approved the proposed £24.3m investment in the Professional Services Relocation project (details on file, Court 17/53).

ii) New Music Centre – Full Business Case

Members discussed in detail the proposed business case (on file, Court 17/54) for the building of a new Music Centre situated in the grounds of the Bute Building. It was recognised that there were strong arguments in favour of the project on the grounds of improving the student experience and enhancing community use of and engagement with University facilities, but that the build had to demonstrate good value on cost, since it was not specifically supporting core academic business.

Members noted the update on the capital budget of the overall build since the March 2018 PARC meeting, where further value engineering of the project had been requested. The total cost was now predicted at £12.5m, a significant portion of which (i.e. an anticipated minimum of £5.5m) would be met from philanthropic sources, with a number of large-scale pledges already committed to the project. Overall, the build cost of c.£4,276 per m² was not out-of-step with similar facilities recently created elsewhere in the UK, reflecting the specialised nature of the site and bespoke fit-out requirements. Members agreed on the importance of robustly managing the agreed budget and especially the contingency component, whilst ensuring that the design remained fixed and that the scope of the build was not permitted to creep beyond that now agreed.

Issues raised in the discussion of this item included the likelihood of further philanthropic support for the project beyond that already committed; the impact on the capital plan overall and other scheduled projects should the build costs increase; and the capacity of the main contractor to deliver this project and the concurrent Professional Services Relocation project at Guardbridge.

After discussion, Court approved the £12.5m budget for the new Music Centre, requesting that PARC receives regular updates on its progress as the build begins.

For future business cases presented to Court, it was recommended that a section be included explicitly linking each project to the institutional strategy, detailing what tangible benefits are expected to be delivered in support of those

strategic aims and what positive impacts will be delivered to the University community overall.

4. Projects Update Summary

Mr Ken Cochran and the Master & Deputy Principal both declared an interest in this agenda item, for the St Andrews West portion of the paper.

Members noted the briefing (on file, Court 17/55) of planned and in-train capital expenditure projects, included in which were updates on the Gatty / SOI redevelopment, St Andrews West, Andrew Melville Hall refurbishment, Powell and Whitehorn Halls of Residence, Madras, Younger Hall refurbishment, MUSA extension and the new STEM Building.

It was agreed that an update on the approval processes for the St Andrews West project, within the broader context of the University's existing Scheme of Delegation, be brought to Court in due course, clearly explaining the lines of accountability within the partnership. In reference to the current weather-related delay with the Powell and Whitehorn gap site residential builds, the Quaestor & Factor noted that progress, though behind, was still within tolerable levels. Contingency plans were nevertheless being considered, should the new beds not be available for the start of the 2018-19 academic term.

5. Capital Investment Plan Update

Court noted the summary update of the long-term capital investment plan for the next ten years (on file, Court 17/56).

6. Strategy Development

i) Strategy Update

The Principal gave an update to Court (related paper on file, Court 17/57) on progress with creating the new institutional strategic plan, noting that ongoing discussions with internal stakeholders to determine the future direction of the University have proceeded positively, despite the difficult circumstances caused by the recent industrial action over pensions. Thanks were also given to Mr Adrian Greer, who had given helpful contextual advice and comments to the Principal's Office on initial ideas aimed at improving the University's global position within the international HE sector.

It was the intention that the format of the plan would be streamlined around key themes individually distinct to the University, to create a more readable and appealing document than has traditionally been the case. The overarching structure of the new strategic plan was now emerging, with four large thematic areas being developed, namely: (i) St Andrews Global; (ii) Diverse St Andrews; (iii) World-leading St Andrews and (iv) Entrepreneurial St Andrews. Some comments requesting some clarifying changes to the explanatory text under each heading were given by members. The Principal noted that a useful discussion had recently been held at March's Academic Council meeting, where

a number of additional academic areas had been identified, either through existing strengths being brought together through an enhanced inter-disciplinary focus or where new research themes could be developed. Some Schools had indicated varying preferences for specialisation in a discipline versus overall breadth, but it was the intention that the strategy overall would allow for such variation as the academic discipline might require.

Comments made by members included the need for the related staff strategy to be highly prominent in the context of the plan overall; for reference to be made to the support and input the University's alumni community can give in furtherance of the new strategy; and for the commercialisation aspect of the strategy to recognise the importance the Scottish Government places on the HE sector as engines of economic growth for the country overall. The Principal's Office were encouraged to continue the high level of engagement with staff and students in the development of the plan, as both groups will be vital to realising the plan's overall ambitions. The Rector highlighted that the Rector's Assessor and members of the Rector's Committee would shortly meet with the Vice-Principal (International Strategy & External Relations) and the Director of Strategy & Policy) to discuss specific areas of student input into the exercise, after which a short summary of proposals would be put to the student body in the form of a survey.

ii) School of Medicine Presentation

Professor David Crossman, Head of School and Dean of Medicine, joined the meeting to deliver a presentation (summary and related slides on file, Court 17/58), outlining a proposal for the School of Medicine to develop a strategic research direction in the area of early-diagnostic clinical research, making specific use of digital data and inter-disciplinary research advancements in this field.

Initially outlining the history of Medicine at the University, it was reported that the new ScotGEM Graduate MBChB programme, recruiting its first cohort in the next academic year, would return to St Andrews the award of a Primary Medical Qualification, lost in 1967 when Dundee University was founded as a separate institution. The new programme would support the existing pre-clinical BSc cohort, to grow the total annual student intake in the School to c.230. To support this teaching-focused aspect of the School's activity, the investment in new research capacity was desirable, with a focus on easily-developed clinical research areas with established streams of funding, which would fit the community-facing nature of the School's present teaching, is inter-disciplinary in nature, and does not require additional infrastructure support.

Professor Crossman outlined the proposed establishment of a new research centre, the James Mackenzie Centre for Early Diagnosis, which would be both inter-disciplinary in its approach (working with other Science schools on the North Haugh) and collaborative, with partners in Scotland, UK and internationally, with the potential to tap in to a number of major funding streams (such as HDRUK and HATUA). The proposed requirements for staffing were outlined, with the potential avenues for funding through existing monetary streams and

philanthropic opportunities. Members were invited to endorse the proposed strategic research ambition of the School as detailed in Professor Crossman's presentation.

The Senior Governor thanked Professor Crossman for his presentation, noting that Court was considering a number of academic initiatives in the overall context of developing the institutional strategic plan. The fact that the proposal built on current areas of inter-disciplinary work, and had the strong support of the School's management team, were welcome in this broader context. It was recognised that the creation of new funding streams such as HDRUK and the Industrial Strategy Challenge Fund provided significant opportunities for developing collaborative research proposals, making use of national data assets (Scotland being well-placed to take advantage of developments in health data through the scale of its population and specific formulation of NHS data records via the Community Health Index number). Professor Crossman noted that grant award success would be reflected in REF performance, and an improved research culture in the School would entice clinical academics to join and stay with the School, helping support the new initiatives in teaching that will shortly begin.

The Dean of Medicine was thanked for attending Court to deliver the proposal. The Master confirmed that further discussion would be undertaken with Medicine and the other Science schools to consider the viability of the proposition, academically and in budgetary terms, as the School considered what strategic direction it wished to follow in support of its growing ambitions in research.

7. Summary Financial Report to 28 February 2018

Members noted the summary report (on file, Court 17/59), which detailed that in-year performance was on target and on track for a positive year-end result.

8. Institutional KPIs

Members noted the quarterly report (on file, Court 17/60) of the University's institutional performance measured against defined targets related to research, financial stability and staff.

9. Scottish Funding Council Outcome Agreement 2018-19

Members noted the proposed final draft of the annual Outcome Agreement with the SFC (details on file, Court 17/61), to be submitted formally to the Funding Council by 30 April 2018.

III. PRESENTATION

1. Academic Women Here!

Professor Sharon Ashbrook was joined by Professor Ineke De Moortel (School of Mathematics & Statistics) to present to Court on the launch of their booklet,

co-authored with Professor Aileen Fyfe (School of History), *Academic Women Here!*

Professor Ashbrook and Professor De Moortel thanked both the Principal and Senior Governor for their continued support of the project at the highest level of the institution. The publication has been an opportunity to showcase mid-career academic women at St Andrews, detailing the different and varied career paths female individuals had taken to becoming Grade 8 academic staff, and raising awareness of the issues facing women in academia. Grade 8 staff had been chosen as a manageable cohort of female staff with an independent measure of success (via their promotion to this level), with a link between early career and senior women. All women on academic Grade 8 were invited to apply, with a participation rate overall of c.50% (over Schools, participation by academic staff in the Sciences was much higher than in Arts). Of the staff who declined to participate, reasons for doing so included a reluctance to have their personal details published or a belief that their career had not been a 'success' in the traditional sense.

The participating cohort was highly diverse, with a variety of challenges experienced by staff, ranging from personal and family circumstances to gaining recognition for their academic work in fields that are traditionally male-dominated. It was clear that Grade 8 staff could not be considered solely as those who are mid-career. The variety of stories within the booklet strongly indicated that there was no 'one size fits all' archetypal pathway to academic success, and thus the traditional concept of a linear 'ladder' of promotion might be considered unhelpful and demotivating. Recommendations from the exercise included the need for care over the language used in describing Grade 8 staff (including clarity in the distinction between Senior Lecturer and Reader in promotions terms); the need for consistency in advice and support for those looking to advance their career, in the context of no single, stereotypical pathway to promotion; and the promotion of widespread networking and mentoring opportunities, which had featured prominently in the exercise as a beneficial aspect for female staff.

Court strongly commended the publication of the booklet, applauding the many inspirational examples demonstrated by the individual stories of many female academic staff. It was agreed that if further work of this nature is undertaken, increasing the number of participants in Arts would be beneficial, as would be the expansion of the exercise (on a similar template) to non-academic staff. The Principal noted that the valuable findings of the project would be fed in to the ongoing review of promotions, including the general culture of support for female staff and the use of academic titles. A key outcome of the exercise was the recognition that diversity was important in building a career through academia, which has previously not been reflected in the relatively static, pre-determined criteria for advancement in HR terms.

Court thanked Professor Ashbrook and Professor De Moortel for a thoughtful and stimulating presentation, thanking the authors for their considerable effort in producing such a valuable piece of work.

IV. REGULAR BUSINESS

1. AUDIT & RISK COMMITTEE

i) Minute of the Meeting held on 19 February 2018

Members noted the report of the meeting (on file, Court 17/62).

ii) Health & Safety Assurance Group Annual Report

Court received the annual report (on file, Court 17/63), summarising the annual performance of the Health & Safety function and the activities of the Assurance Group. It was noted that the annual report had been revised to be more strategic in its focus, with less operational detail than in the past. A systematic review of process and ownership of Health & Safety matters continued at School-level, to identify improvements for further attention.

iii) Risk Management Update

Members noted a short summary (on file, Court 17/64) of institutional risks that have been escalated for the attention of the Audit & Risk Committee, along with their related controls.

2. GOVERNANCE & NOMINATIONS COMMITTEE

Members noted the report of the meeting held on 15 March 2018 (on file, Court 17/65). The Senior Governor highlighted to members the Committee's recommendation to create a Deputy Chair of Court position (for which all current Non-Executives would be eligible to stand), to provide support to the Senior Lay Member incumbent when they take up the new role and to act as a point of continuity for Court overall. A job specification for this post will be considered by the Committee at its next meeting in May 2018, as will the practical details of the nomination and election process. The Rector highlighted the importance of educating the student body about the function of the new Senior Lay Member role, and its relationship to that of Rector, given that students will be involved in both elections.

3. REMUNERATION & HUMAN RESOURCES COMMITTEE

Members noted the report of the meeting held on 15 March 2018 (on file, Court 17/66).

4. ACADEMIC COUNCIL

Members noted the report of the meeting held on 7 March 2018 (on file, Court 17/67).

5. COURT OFFICE BUSINESS

Court received the report from the Executive Officer (on file, Court 17/68) detailing a number of routine Court-related matters. In doing so, Court gave final approval to Court Resolution 2018 No.1 (Foundation of Chairs).

V. ANY OTHER COMPETENT BUSINESS

On behalf of the Senate Assessors, Professor Frances Andrews thanked those Lay Court members who had attended their constituents' lunch on Thursday 12 April, noting the intention to repeat this exercise again, to increase the visibility of Court members with staff and to encourage direct communication.

VI. DATE OF NEXT MEETING

Friday 15 June 2018 at 10.00am.

UNIVERSITY COURT OF ST ANDREWS

AT ST ANDREWS on the 15th day of JUNE 2018 AT A MEETING OF THE COURT OF THE UNIVERSITY OF ST ANDREWS

Present: Dame Anne Pringle, *Senior Governor*; Professor Sally Mapstone, *Principal*; Professor Garry Taylor, *Deputy Principal & Master of the United College*; Mr Adrian Greer, *Chancellor's Assessor*; Mr Lewis Wood, *President, Students' Association*; Mr Zachary Davis, *Director of Education, Students' Association*; Mr Nigel Christie and Mr Kenneth Cochran, *General Council Assessors*; Professor Frances Andrews, Professor Sharon Ashbrook, Dr Philip Roscoe and Dr Morven Shearer, *Senate Assessors*; Ms Donna Pierz-Fennell, *Non-Academic Staff Assessor*; Councillor Jim Leishman, *Provost of Fife Council*; Mr Timothy Allan, Ms Pamela Chesters, Mr Ken Dalton, Professor Stuart Monro, Mr Nigel Morecroft, Dr Mary Popple and Professor Sir David Wallace, *Non-Executive Members*.

In attendance: Professor Paul Hibbert, *Vice-Principal Education (Proctor)*; Professor Brad MacKay, *Vice-Principal (International Strategy & External Relations)*; Mr Alastair Merrill, *Vice-Principal (Governance)*; Mr Derek Watson, *Quaestor & Factor*; Mr Andy Goor, *Chief Financial Officer*; Dr Gillian MacIntosh, *Executive Officer to the University Court & Senate*; Dr Emma Read Kallblad, *Executive Officer to the Principal*; Ms Paloma Paige, *President-Elect, Students' Association*; Ms Alice Foulis, *Director of Education Elect, Students' Association*; Dr Derek Ball, *Senate Assessor Elect*; Ms Ester Ruskuc, *Director of Strategy & Policy* (for Item III only).

Apologies: Mr Srdja Popovic, *Rector (President)*; Ms Camilla Duke, *Rector's Assessor*.

I. OPENING BUSINESS

1. CHAIR OF MEETING

In the absence from the meeting of the Rector, the Senior Governor took the Chair.

2. WELCOME

The Senior Governor welcomed to the meeting as observers Ms Paloma Paige, the incoming President of the Students' Association, Ms Alice Foulis, the new Director of Education, Students' Association, and Dr Derek Ball, the newly elected Senate Assessor for the Arts & Divinity Non-Professorial constituency; each were attending the meeting in the capacity of observers, as part of their Court induction activities. A welcome was also extended to Professor Paul Hibbert, Vice-Principal Education (Proctor), who was attending his first Court meeting in his new Principal's Office role, and to Dr Emma Read Kallblad, Executive Officer to the Principal, who was in attendance at this meeting as an observer.

Congratulations were also given to Mr Ken Cochran, who has recently been re-elected for a second and final term on Court as General Council Assessor.

3. MEETING MINUTES

i) Minute of the Court Meeting held on 13 April 2018

The minute of the last meeting (on file) was agreed as a correct record.

4. REPORT FROM THE RECTOR

Members noted the written report from the Rector (on file, Court 17/69), detailing the Rector's summary on a number of issues, including the affordability of University-provided accommodation and support for the principles behind the establishment of a 'Sanctuary' institution for Academics at Risk. The Principal noted the student concerns over increased residential costs, in light of the planned closure for redevelopment of Albany Park, and highlighted that further discussions were scheduled with key stakeholders to provide reassurance on this issue. The Principal also highlighted the recent discussion at Academic Council about St Andrews' involvement in providing support for displaced academics or those at risk in their home country, noting that the concept of becoming a Sanctuary University is currently being explored, within the context of what other practical support might be offered for colleagues in other academic institutions who might be forced into exile or in danger of arrest or injury because of persecution, violence or conflict in their home country.

Some further queries were raised relating to the Rector's Committee's involvement with the existing Students' Association structure and officers, and the fundraising activities that lay behind the annual Rector's Awards. In the Rector's and Rector's Assessor's absence from the present meeting, members were invited to send any such queries to the Senior Governor for forwarding on to the Rector.

5. REPORT FROM THE PRINCIPAL

Professor Mapstone spoke to her advance written report (on file, Court 17/70), formally notifying Court members of the tragic news of the confirmed identification of the body of missing first-year Chemistry student Mr Duncan Sim, discovered on the West Sands on 3 June. Tribute was paid to Duncan and condolences expressed to his family at this sad and difficult time. The Principal intimated that she would keep Court members informed of funeral or memorial service arrangements as these became known.

The increase in overall student applications for 2018-19 was noted, this bucking the trend in what is an increasingly competitive UK and global environment. The Principal agreed that this spoke to the dedicated commitment of academic staff and was a valuable indicator that the managed growth planned by the new institutional strategy could be practically delivered. A small drop in PGT applications (offset by an increase in actual offers accepted) was indicative of levels normalising after last year's push for increased numbers in this particular

cohort. Noting the University's recent positive league table performance, particularly St Andrews' consolidation of its third-placed position in the UK in *The Guardian University Guide 2019* (the gap with second-placed Oxford reducing to a mere 0.2%), the Principal also welcomed the renewal of the institutional Athena SWAN Bronze Award and the new Silver Awards earned by Biology and Psychology & Neuroscience, paying tribute to Professor Paul Hibbert for his efforts in leading the institutional submission. In response to a query, the Principal confirmed that further work was underway to assess the methodology behind key league tables, in order to understand better the individual measures and how the University might benchmark itself against these over a defined period of time.

Two Open Fora for staff had recently been held by the Principal's Office, in order to garner feedback from colleagues on a variety of issues. Meetings between Lay Court members and staff had also been facilitated by the staff representatives on Court, which had also proved valuable occasions for dialogue with the staff community. The Senate Assessors welcomed the ongoing engagement of the Principal's Office with colleagues, requesting also that the Principal's visits to Schools should ideally encompass contact with a wider group of staff than those on the individual management teams.

The Principal reported on the intention to announce the completion of the 600th Anniversary fundraising campaign during June's forthcoming Graduation Week, with part of a recent \$10m donation taking the total over the intended target of £100m over the life of the campaign. Celebrations to mark the success of the fundraising would take place in the second half of the year, with the launch of a new campaign (focused largely on supporting the redevelopment of the Madras College South Street site) soon after. In other Development Office news, the Principal was pleased to announce the signing of a Memorandum of Understanding for a £1m pledge to support PG students from China, kindly gifted through a local contact.

Court joined with the Principal in congratulating St Andrews' new members of the Royal Society of Edinburgh's Young Academy of Scotland, as a valuable indicator of the quality of academic endeavour underway across the University.

Externally, the Principal confirmed that talks with NHS Fife, on the continuing closure of the Out-of-Hours service at St Andrews Community Hospital, were planned in the next few weeks, to discuss the potential consequences for the local community overall and to identify what additional medical provision the University might wish to consider for the well-being of St Andrews students and staff.

II. PARC BUSINESS

1. Minute of the Meeting held on 24 May 2018

Members noted the report of the meeting (on file, Court 17/71).

2. Gap Sites: Powell & Whitehorn Halls

Court received an update (paper on file, Court 17/72) on the progress towards completion of the two new student residences, Powell and Whitehorn Halls, both having fallen behind their construction schedule at the current point in time. The agreed position was that the University would not accept handover from the contractor of the two halls unless they were fully complete and wholly compliant with all necessary standards and regulations. In considering what contingency arrangements might be required should the new halls remain unfinished for student occupation at the entry date for the next academic year, senior management were mindful of the need to protect the experience of incoming students, manage expectations appropriately, take on board student input and preferences, and provide clarity in all communications to the affected entrants. Court recognised that the final decision on contingency arrangements was for senior management to take, and agreed that a post-completion review of both capital projects would be vital in due course, to ensure that lessons are learnt and project management processes assessed.

3. Capital Projects Update

Court noted an update (on file, Court 17/73) on planned and in-train capital projects being undertaken by the University.

4. Capital Project Governance Update

Members discussed the proposed methodology (details on file, Court 17/74) for the future management of capital projects and their regular reporting through the governance structure, following an external review of the University's existing processes surrounding capital project governance. The Quaestor & Factor confirmed that David Adams, the external consultant involved in the initial review, would be retained by the University in an advisory capacity to oversee the implementation of the report's key recommendations and to provide mentorship to a restructured Estates team as the new processes are rolled out and embedded.

Members discussed the format of the new reporting dashboard that will be regularly provided, noting that clarity was needed on what evidence Court would wish to see to provide assurance that the new management structure operates effectively. It was suggested that the key processes outlined in the 'T-plan' dashboard be tested with the Gap Sites project, to determine if any stages would have been done differently or key decision points altered if the new process had been in operation during its planning. It was recognised that a more systematic appraisal of project planning, cost estimates and timing would be beneficial to improve learning and future processes, as the University begins a large programme of capital works in support of the new institutional strategy for growth. It would be important to reach the right balance on the retrospective appraisal of past projects and implementation on new and live projects of the recommendations of the Adams' Report, recognising that a number of legacy projects would be done differently if being undertaken at the present date. Future projects would now be planned with a more appropriate idea of risks and

benefits, which would be properly documented and would inform the preparation of outline and full business cases. Fewer projects would be likely to progress under the new system, and the new processes will require the development of more expertise, including on PARC and Court, in order to ensure that the governance of the capital plan is commensurate with its ambition. The Quaestor & Factor confirmed that further paperwork in support of the roll-out of the new processes would be prepared over the summer period, to be followed by training (including that given at Court inductions). The Principal agreed that improving the governance of capital projects was a strategic priority for her team, making visible to Court any particular issues with each project to enhance open and constructive dialogue.

5. Summary Financial Report for period to 30 April 2018

Court noted the summary report (on file, Court 17/75) of in-year financial performance, which included a forecast year-end result.

6. Draft Financial Plan 2018/19 to 2020/21

The Chief Financial Officer outlined the context to the institutional Financial Plan and Strategy for the next three years (related paper on file, Court 17/76), highlighting the challenging external environment through a constrained Scottish Government funding regime and cost pressures facing the HE sector in general. Within the Plan, investment in pay was significant, with an assumption of a 3% cost-of-living pay uplift annually (representing an estimate of CPI plus 1%) and an estimated 7% increase in USS pension costs (split 65:35 between the employer and scheme members). Up to an 11% increase in USS costs on the current rate might be required depending on current negotiations on the USS revaluation. If implemented, it would be likely this would be spread over a longer term than the life of the current Plan with recognition by USS Trustees of the financial impact across the sector of such an increase. Utilities costs are also increasing, some protection against which was afforded by the University's Biomass plant at Guardbridge. The University sought to achieve £13m of efficiency savings over the three-year life of the Plan. No student growth was anticipated until Year 3 of the planning period, when the capital investment required in support of this expansion was completed.

Members discussed how the £13m total efficiency savings over the three-year planning period were likely to be achieved, noting that further granularity was required on any set targets for reducing overall staff costs (to the 55% of turnover given in the strategy) and managing naturally occurring vacancies. Efficiency savings would be sought in all areas of the University's activities. The recent Professorial Salary Review had cost more than past exercises, largely because it had not been undertaken for five years and applications from eligible staff and success rates were higher than planned. The Master noted that the current institutional academic student / staff ratio (SSR) for St Andrews was 5th lowest in the UK (at 11.6:1, with only Cambridge, Oxford, Imperial and UCL having a lower ratio), based on historical data on the overall staff complement. Work was currently underway with HR to review and refresh the institution's staffing profile, to ensure that this reflected the current composition of Schools. There was broad

variation on SSRs across individual Schools, and work was continuing through the Workforce Planning process not to replace retiring staff in individual Schools if their ratio was out-of-step with the institutional figure. When student numbers grow, the Master confirmed that Schools will be permitted to expand their staff accordingly, to maintain parity with the institutional ratio. There was recognition that there was no such ratio for Professional Services staff, given the difficulty of benchmarking across peer institutions with quite different support structures, but that the Eden Campus development provided an opportunity to review the level of administrative support currently in place and to manage this staff cohort in the same manner as the academic equivalent.

Queries raised in Court's discussions included the impact of recent investment in Student Admissions & Recruitment, and whether this translated into identifiable student growth in certain cohorts and from targeted domiciles. There was also a request that, in long-term planning, thought be given to growing additional income streams separate from tuition fees, to ensure that when student growth is not an option, sustainable funding is in place to tackle future financial challenges. On the capital plan, it was noted that appropriate phasing of individual projects would be undertaken to manage any cost pressures (the proposed STEM building having already been deferred by 12 months), and that initiatives such as infrastructure development of the Eden Campus would not be progressed by the University unless full external funding (such as via the Tay Cities Deal) was secured. The Plan did not account for a number of predicted non-recurring gains (such as the potential income from St Andrews hosting The 150th Open Golf Championship in 2021), nor was any objective set within the Plan for income gained from philanthropic fundraising, though the Principal supported the inclusion of a realistic target.

After discussion, Court approved the Financial Plan and related Strategy, recommending that communication of the key messages to staff and students be undertaken as it is rolled out (the Chief Financial Officer confirmed he was currently discussing with the Master whether individual Schools might receive a presentation on implementing the Plan). It was agreed that the Chief Financial Officer would provide an update at September's Court Away Day on the development of targets to effect the Plan, and that further updates would be given to Court regularly thereafter on how the planned efficiency savings were to be achieved.

7. Business Transformation Plan Update

Court noted an update on the various projects being carried out under the Business Transformation portfolio (related paper on file, Court 17/77).

8. Institutional Indicators Update

Court noted the routine update (on file, Court 17/78) of institutional performance against key targets.

III. STRATEGY DEVELOPMENT

1. Initial Draft of University Strategy

Ms Ester Ruskuc, Director of Strategy & Policy, was welcomed to this part of the meeting for Court's consideration of this agenda item.

Court discussed a first draft (on file, Court 17/79) of the new institutional strategy for the period 2018-2023. The Principal noted that the current draft was reflective of the considerable dialogue that has taken place across the University community over the past nine months, the aim being to create a readable document that captures the appropriate tone, feel and ambition that is unique to St Andrews. The four key themes outlined in the strategy are for St Andrews to be World-Leading, Diverse, Global and Entrepreneurial, and each theme will be given Principal's Office ownership to drive their implementation. Feedback thus far on the draft strategic plan has been wholly positive, and further work will be undertaken before September's planned approval date to expand some areas of detail within the draft (though there was a preference that the document does not exceed its current length of 11 pages and that the strategy's key ambitions and activities are synthesised clearly and succinctly).

Members provided comment on the present draft strategy, commending its focus on high-level principles as a means of ensuring flexibility as the institution moves forward. Some further clarity was requested on the use of certain terminology such as 'digital' and on expanding references to 'diversity' to include inclusion activities that can be practically implemented. The strategy proposes five priority interdisciplinary themes around new research initiatives ((i) Conflict, Peace & Security; (ii) Cultural Understanding; (iii) Health, Infectious Disease & Wellbeing; (iv) Materials for the Modern World; and (v) Environmental Sustainability), which have been developed following the broad consultation process with Schools and students. It was recommended that the section 'Realising the Vision' be strengthened by the inclusion of further detail, and that further explanation be given on whether the five priority research areas are specific initiatives or poles for related activity to coalesce. For the roll-out of these new research areas, it was important that the academic community can buy in to these and can see how each relate to emerging or existing strengths in academic expertise and research. It was noted that more detail on 'how' the strategy will be delivered will largely focus on an internal audience, so creating the underlying strategies that explain and translate the delivery of the plan's ambitions in operational terms will be a vital part of the process in implementing the new strategy.

The inclusion of a social responsibility 'value' statement at the beginning of the new strategy was greatly welcomed, with Court noting the importance of the University's significant contribution to and place at the heart of the local community. Positioning the University in a globally competitive context was also vital, as the strategy document seeks to provide an engaging and meaningful framework for both an internal and external audience. The Vice-Principal (International Strategy & External Relations) confirmed that a supporting communications plan was being developed concurrently with the final drafting of

the strategy, to ensure that the main aims and ambitions of the new plan are publicised appropriately.

For September's Away Day discussions at Court, it was agreed that specific focus would be given to the Global and Entrepreneurial themes of the strategy. It was also suggested that time be dedicated to exploring how the strategy can best be supported by philanthropic activity and how the new capital initiatives such as Madras and Eden Campus are expected to have the necessary transformative effect.

IV. REGULAR BUSINESS

1. AUDIT & RISK COMMITTEE

i) Minute of the Meeting held on 15 May 2018

The Committee Convener, Ms Pamela Chesters, summarised for members the main topics discussed at the last meeting of the Audit & Risk Committee (minute on file, Court 17/80), including discussions on the format of the annual legal and regulatory compliance report and an update on GDPR activities. Planning for the forthcoming External Audit is now well underway and the Committee was currently undertaking its annual self-assessment exercise on its own effectiveness. Queries raised by members included the production of a stand-alone Annual Report (in paper and digital form), separate from the Financial Statements, tied into the strategic plan and showcasing the University's achievements; and the preparations being made for delivering a series of independently-facilitated pensions briefings to staff at the start of the Academic Year, to explain the USS revaluation process and its impact on individual circumstances.

ii) Risk Management Update

Members noted the summary (on file, Court 17/81) of escalated institutional risks and their related control activities.

2. GOVERNANCE & NOMINATIONS COMMITTEE

i) Minute of the Meeting held on 23 May 2018

Members noted the report of the meeting (on file, Court 17/82).

The Senior Governor updated Court on the outcome of her discussion with individual members on the proposed Court Committee appointments initially discussed at the Governance & Nominations meeting, reporting that the suggested moves detailed in the minute had all since been agreed with the respective members. It was highlighted that a further review of the Remuneration Committee's full membership would be undertaken at the end of the next academic year, to prepare for three of its current members all relinquishing office in July 2020.

ii) Appointment of Deputy Chair of Court

The Vice-Principal (Governance) introduced the proposal to create a Deputy Chair of Court (details on file, Court 17/83), as agreed in principle at April's Court meeting. This individual will help provide support to the Senior Lay Member when they take up the role in 2020. The proposed job description was outlined in the proposal and it was expected that Court would select the post-holder by an internal election process to be held in October 2018.

Discussion focused on the proposed eligibility of those Lay Court members entitled to stand for election as Deputy Chair. Governance & Nominations had originally proposed that the post-holder should be appointed only from the category of the eight Non-Executive Members of Court who were not representing or nominated from a particular constituency, but there was broad support for adding to the pool of potential candidates the two General Council Assessors and the Chancellor's Assessor, if the latter has been appointed through a similar competitive application process as the Non-Executive Members (as the current protocol with the Chancellor recommends). After discussion, it was agreed that the Deputy Chair eligibility would also encompass these three additional Lay representatives, and that the selection of that individual would be undertaken in October via an election involving all of Court's membership.

In advance of the first Senior Lay Member election in 2019, the President of the Students' Association reiterated the importance of raising the profile and knowledge of Court with the student body, to ensure that their participation in the election process was based on an appropriate understanding and appreciation of the skills required in the successful candidate.

iii) Non-Executive Court Appointment

After the Principal outlined the recruitment and appointment process followed earlier in the spring, Court approved the appointment of Ms Eve McCurrich as Non-Executive Member of Court (related paperwork on file, Court 17/84), for an initial four-year term starting 1 August 2018.

3. REMUNERATION & HUMAN RESOURCES COMMITTEE

i) Minute of the Meeting held on 23 May 2018

Members noted the report of the meeting (on file, Court 17/85).

ii) Restructuring of Remuneration Committee

Court approved a proposal (on file, Court 17/86) to restructure the present Remuneration & Human Resources Committee as a standalone Remuneration Committee, which would meet biannually and which would bring the University into line with practice at other HE institutions. It was noted that Court oversight and input into strategic Human Resource matters would be reviewed by the Principal's Office over the summer period, with a view to aligning this activity with

the delivery and monitoring of the People Strategy that is an integral part of the new institutional strategic plan.

4. ACADEMIC COUNCIL

Members noted the report of the meeting held on 30 May 2018 (on file, Court 17/87).

5. COURT OFFICE BUSINESS

Court received the report from the Executive Officer (on file, Court 17/88) detailing a number of routine Court-related matters. In doing so, Court promulgated draft Court Resolution 2018 No.2, Degree of Doctor of Professional Practice (D.Prof.).

V. THANKS

Members joined with the Senior Governor in paying warm tribute to the departing members of Court at the end of this current academic session. Thanks were given to Dr Mary Popple, Dr Philip Roscoe, Mr Lewis Wood and Mr Zachary Davis for their significant contribution to Court discussions during their respective terms of membership. Particularly warm thanks were also given to Dr Gillian MacIntosh, who had served as clerk to Court for the past nine years, as she attended her last meeting before leaving the University.

VI. DATE OF NEXT MEETING

The annual Court Away Day (taking place over 11-12 September 2018), beginning at 12 noon on Tuesday 11 September in Upper College Hall.
