

GENERAL COUNCIL

Members of the General Council are called to a statutory half-yearly **MEETING**
in PARLIAMENT HALL (at St Mary's College, South Street)
on **SATURDAY, 24 JUNE 2006 at 11.00 am** (coffee/tea from 10.30am)

AGENDA

Opening Prayer

Page

1. **ELECTION OF CHANCELLOR OF THE UNIVERSITY**
To confirm that on 10 January 2006 the Rt Hon. Sir Menzies Campbell CBE, QC, MP was elected (unopposed) by the General Council to serve as Chancellor of the University of St Andrews, succeeding Sir Kenneth Dover with immediate effect.
2. **ELECTION OF COUNCIL ASSESSOR TO SERVE ON THE UNIVERSITY COURT**
The result will be announced of the election of an assessor on the University Court, for four years from 1 August 2006.
3. **MINUTE OF THE LAST ORDINARY HALF-YEARLY MEETING OF THE COUNCIL HELD ON 26 NOVEMBER 2005**
4. **BUSINESS COMMITTEE**
 - (a) **Report**
To receive the report of the committee's meeting held on 8 April 2006.
 - (b) **Membership**
 - (i) Intimation that the following persons fall to vacate office as members of the Business Committee on 30 June 2006:- Mr R B Christie, Dr H A S Payne, Mrs J M Watkinson (the last two of whom are eligible for immediate re-election).
 - (ii) To elect three persons to serve as members of the Business Committee for four years from 1 July 2006*.
5. **COMMITTEE OF THE ALUMNUS ASSOCIATION**
 - (a) To receive the report of the committee's meeting held on 21 January 2006.
 - (b) To confirm the committee's membership for 2006-7.
6. **ADDRESS TO THE COUNCIL BY PRINCIPAL BRIAN LANG**
7. **ANY OTHER COMPETENT BUSINESS**

Benediction

* Nomination forms are available from the Clerk.

IAN M WRIGHT
Clerk to the General Council

Old Union Building
79 North Street
St Andrews
KY16 9AL
1 June 2006

**The next statutory meeting of the Council will be held in London
on Saturday 25 November 2006 at 11am.**

GENERAL COUNCIL

PRESIDENT

The Rt Hon Sir Menzies Campbell CBE QC MP, *Chancellor*

ASSESSORS ON THE UNIVERSITY COURT

Until 31 July 2008

Miss K M Patrick

Until 31 July 2006

Mr E D Murray

BUSINESS COMMITTEE

Convener Mr M P L Strachan

Vice Convener Mrs J M Watkinson

Ex Officio Members

The Principal (Dr Brian Lang)

The Chancellor's Assessor (Mr William Berry)

The Assessors of the Council on the University Court - *see above*

The Convener of the Committee of the Alumnus Association - *see below*

The Convener of the Sub-Committee on Ordinances and Resolutions - *see below*

Elected Members (until 30 June in the year stated)

2006: Mr R B Christie, Dr H A S Payne, Mrs J M Watkinson

2007: Mrs J L MacDonald, Mr J M North, Mr E D Wilson

2008: Mr E S A Henley, Dr M J B Lowe, Mr D S Mundie

2009: Mr P A Blair, Mr C E Duthie, Mr M P L Strachan

Co-opted Members

Mrs C A M Davis (*until 31 July 2006*)

Mr G R C Scott (*until 31 July 2008*)

ORDINANCES AND RESOLUTIONS SUB-COMMITTEE

Mrs J M Watkinson (*convener*)

The Convener and Vice Convener of the Business Committee *ex officio*

Dr M J B Lowe

COMMITTEE OF THE ALUMNUS ASSOCIATION

Miss K M Patrick (*convener*)

The Convener and Vice Convener of the Business Committee *ex officio*

The President of the Students' Association *ex officio*

Mr C S Wilson (*2006*)

Mrs J M Watkinson (*2007*)

Mr R M O'Hare (*2008*)

Ms R E Mackenzie (*2009*)

Clerk to the General Council Mr I M Wright

Registrar to the General Council Mr S R Magee

Item 3 MINUTE OF THE STATUTORY HALF-YEARLY MEETING OF THE GENERAL COUNCIL HELD AT THE WEST PARK CONFERENCE CENTRE, DUNDEE ON 26 NOVEMBER 2005 AT 11.00AM

The meeting was opened with prayer by Professor R A Piper, St Mary's College.

The Chancellor, Sir Kenneth Dover, welcomed 38 persons present to this meeting which commemorated the Council's only previous such meeting in Dundee, at Queen's College (then a part of the University of St Andrews), in 1955.

1. Election of Council Assessor on the University Court

Notice was given that Mr Edward D Murray's term of office as an assessor of the General Council on the University Court would end on 31 July 2006; and that nomination forms for his successor were now available from the Clerk, to be returned not later than 1 March 2006.

2. Minute of the Council's last Statutory Meeting, 25 June 2005

This minute having been circulated was held as read and agreed as a correct record.

3. Business Committee of the General Council

(a) Report of Committee's Meeting, 5 November 2005

The convener of the Business Committee, Mr Martyn Strachan, presented this report which the Council approved, subject to the following :-

Co-opted Member - the Council was pleased to learn that Mrs Christine Davis had agreed to serve as a co-opted member of the committee in 2005-6.

Graduation Garden Parties - the Council fully supported the proposals that it should sponsor and be associated with graduation garden parties.

Council Registration Fee 2006-7 - in the light of this report, it was agreed to recommend to the University Court that the registration fee, presently £45, should rise to £47 in 2006-7.

The Chancellor - the proposed arrangements for the election of Sir Kenneth Dover's successor as Chancellor were approved (see also item 6 below).

(b) Membership of the Committee

It was reported that a casual vacancy in the membership of the committee, as a consequence of the resignation of Mr Martin Passmore, should now be filled, until 30 June 2006. There being only one nomination - Dr Henry A S Payne, proposed by Mr Martyn Strachan and seconded by Rev Gordon C M Currie - Dr Payne was declared thus to have been elected.

4. Reports of the Meetings of the Committee of the Alumnus Association, 10 September and 15 October 2005

Miss Kathleen Patrick, convener, presented these reports which highlighted the continuing success of the *Alumnus Chronicle* and the various annual Reunion Weekends organised by Mrs Elaine Cartwright, Alumni Relations Officer. Endorsing the convener's thanks to Mrs Cartwright, and also to the former Director of Development (Ms Jennifer Dumas) who had now left the University, the Council approved these reports.

5. Address by the Principal

Referring to the Council's meeting in Dundee fifty years ago, Dr Lang remarked how the University had moved from then being essentially a Scottish/UK institution to its present pre-eminent place on the international higher education stage with students and staff drawn from nearly one hundred different countries worldwide. This was testimony to the high quality of the educational and life experiences offered at St Andrews both for students, with favourable student-staff teaching ratios, and for academic staff, attracted by the research-intensive nature of the University as well as by an agreeable lifestyle environment. While the University's finances, in common with those in the sector generally, remained vulnerable, there was cause for optimism in the fact that improvements to teaching and research infrastructures and accommodation, were once again at the forefront of the University's strategic plans.

6. The Retiring Chancellor, Sir Kenneth Dover

On behalf of the General Council, the Principal echoed the tribute and sentiments paid to Sir Kenneth Dover by the Convener of the Business Committee as a Chancellor who "seems to embody everything which we would regard as being of enduring value at St Andrews. Sir Kenneth may say that St Andrews helped to make him what he is; we say that it is the spirit of scholars like him that has made St Andrews anything at all".

In response, Sir Kenneth spoke of the honour and pleasure which he had garnered from the 25 years of his Chancellorship and Presidency of the Council.

SIR KENNETH DOVER
President of the Council

Item 4(a) REPORT OF THE BUSINESS COMMITTEE

The committee met in New Hall, University of St Andrews, on 8 April 2006.

Present: Mr M P L Strachan (*Convener*); Mrs J M Watkinson (*Vice-Convener*); Mr E D Murray, (*Council Assessor on Court*); Miss K M Patrick (*Council Assessor on Court and Convener of the Alumnus Association*); Mrs C A M Davis, Mr G R C Scott (*Co-opted Members*); Mr R B Christie, Mr C E Duthie, Mrs J L MacDonald, Mr D S Mundie, Dr H A S Payne, Mr E D Wilson (*Elected Members*).

In attendance: Mr S R Magee (*Vice-Principal, External Relations and Registrar of the General Council*); Miss Louise Taylor (*co-Director of Development*); Mr I R Robertson (*Deputy Director of Finance, for item 6*).

Apologies: Principal Brian Lang; Professor D B Thomas (*Chancellor's Assessor*); Mr P A Blair, Mr E S A Henley, Dr M J B Lowe, Mr J M North (*Elected Members*); Mr I M Wright (*Clerk to the General Council*).

1. MEMBERSHIP OF THE COMMITTEE

- (a) Mrs Davis and Dr Payne were welcomed to their first meeting of the committee; Mr Duthie was welcomed back following his re-election last year.
- (b) It was reported that the new Chancellor, Sir Menzies Campbell, had appointed Mr William Berry to serve as his assessor on the University Court, succeeding Professor Thomas from 6 May 2006. On behalf of the committee, the convener paid tribute to Professor Thomas's work in this capacity and thus as a member of this committee since 1998.

2. REPORT OF THE BUSINESS COMMITTEE'S LAST MEETING, 5 NOVEMBER 2005

- (a) This report was received and agreed as a correct record with the amendment to the date of the

General Council's last meeting to 25 June 2005.

- (b) It was noted that the Council had considered and approved the report on 26 November, in particular agreeing that its registration fee for 2006-7 should rise from the present £45 to £47 (as recommended by the Business Committee).
- (c) The following matters arising from the report were considered further: -
 - (i) **Information for Graduands** – the revised leaflet was tabled and commended with thanks to the Alumni Office and others who had assisted with its production.
 - (ii) **General Council Website** – it was agreed that each member of the Business Committee should produce a short profile of around 100 words and a photograph (optional) to be displayed on the website. Mr Wilson agreed to collate all profiles and send them to the Clerk by the end of June. The Clerk is to request profiles from new members.
 - (iii) **Academic Dress** – information about academic dress hire in the University of New Zealand, at Wellington, was tabled, with thanks to Mrs MacDonald. It was agreed that Mrs MacDonald should take this information to the Academic Registrar for further consideration. In particular, Mrs MacDonald is to enquire about the current monopoly on dress hire and whether there are other firms that could be considered and consequently if running an in-house scheme would be possible. Mrs MacDonald agreed to report back to the next meeting of the Business Committee.
 - (iv) **General Council Accounts** - it was clarified by the Finance Office that there was a surplus of £20,106 from the 2004-05 accounts and this sum had been carried forward into the 2005-06 year as an additional budget. Miss Patrick confirmed that the Alumnus Chronicle budget was based on projected figures drawn up by the previous Convener of the Business Committee. The Chronicle budget was very tightly managed by the Alumnus Association with the co-editors securing excellent deals on printing to keep the costs in line with previous years even with an increase in the print run. These deals could not be guaranteed in future years and the committee was asked to keep in mind that a special edition should be considered to mark the University's 600th anniversary. Miss Patrick reported that the main area of cost outwith the control of the Alumnus Association is postage costs.

The committee agreed that an *ad hoc* group be set up to prepare projected figures for the General Council budget in the years ahead because the previous projections had now run out. This group should include the Conveners of the Business Committee and Alumnus Association, Mr Scott and representatives of the Development and Finance Office.

3. **MINUTE OF THE LAST STATUTORY MEETING OF THE GENERAL COUNCIL, 26 NOVEMBER 2005**

This minute, of the Council's meeting held in Dundee, was received and agreed for transmission to the Council's next meeting.

4. **MEETINGS OF THE GENERAL COUNCIL, 2006**

- (a) The agenda for the meeting to be held in St Andrews on 24 June 2006 was received and approved with the addition of the date of the last meeting of the Alumnus Association being 21 January 2006.
- (b) It was reported that arrangements were proceeding for the meeting to be held in London on 25 November 2006 (venue to be confirmed).

5. **ELECTION OF UNIVERSITY CHANCELLOR**

It was confirmed (as previously reported by public notice in the press, to members of the Committee and

on the Council's website) that on 10 January 2006 the Rt Hon Sir Menzies Campbell CBE QC MP had been declared to have been elected (unopposed) by the General Council to serve as Chancellor of the University, succeeding Sir Kenneth Dover with immediate effect; and that Sir Menzies's formal installation as Chancellor would take place on 22 April 2006.

6. UNIVERSITY REPORTS AND FINANCIAL STATEMENTS FOR YEAR ENDED 31 JULY 2005

The committee received these reports and statements, (excerpts from which are printed at Appendix 4 below). It was particularly pleasing to note that this had been a further year of financial growth with income and operational spending increasing by 8.9% and 8.6% respectively. A surplus of £5.377M had been retained for general reserves, a considerable improvement on the previous year. Mr Robertson gave a summary of the current budget position for the 2005-06 financial year with the budgeted revenue figure revised up to £107M from £103M. Significant improvements had been made in the learning and teaching infrastructure while St Andrews remained the most research-intensive university in Scotland. The University is attracting students of very high calibre from all over the world. The committee gave credit to Mr Robertson and the Finance team for their ongoing successful stewardship of the University's finances.

7. UNIVERSITY ADMISSIONS

A summary report on Admissions 2005 was considered (see Appendix 5 below). It was noted that home/eu undergraduate applications had increased by 20% and overseas undergraduate applications by 18%. These were amongst the highest rises of any major UK institution. Applications were robust in almost all subject areas, including most sciences. In tandem with these increases, asking rates had either been maintained at historically high levels or had been further increased. In certain subject areas it is becoming impossible to differentiate any further on the basis of grade alone and increasing use is being made of very finely detailed analysis of personal statements. Average entrant grades had reached an all time historic high for both Highers and A levels. It remains a major challenge for the University to remain within the Scottish Funding Council's target population plan given such demand.

Other salient points included the relative size of the University's undergraduate application base which was amongst the largest in the country at eleven applications per place in the context of the perceived importance of league table position as an important correlation. Postgraduate applications were also up for both Masters and PhD degrees. Increasing competition in overseas markets, especially in North America, was noted and increased effort was being made in market placement and penetration not only to hold market share but to increase it in key overseas markets for both undergraduates and postgraduates. The University remained committed to an incremental approach to social inclusion and steady progress was being made particularly with the use of targeted scholarships.

The committee expressed thanks to Stephen Magee and the Admissions team for their continued good work in this area.

8. GRADUATION GARDEN PARTIES

The committee discussed with Mr Magee (convener of the *ad hoc* working group) how best the General Council might associate itself with the June graduation garden parties in order to enhance the Council's profile, particularly for its new members. The committee supported the suggestion of sponsoring the garden parties in principle but felt that a conservative view should be taken at this stage given the financial constraints of the General Council budget. After further discussion it was agreed that the General Council would provide £10,000 to sponsor the 2006 June garden parties subject to the University receiving sponsorship and funding from other sources to help enhance the events. This sponsorship would provide one free ticket per graduating student and the production of a 'Welcome Pack'. Mr Magee confirmed that the University would cover half the costs of the 'Welcome Pack'. The committee agreed to consider sponsorship in future years at the next meeting of the Business Committee, taking into account the success of this year's events.

The initial *ad hoc* group, comprising Messrs Strachan, Magee, North and Wilson, agreed to take this forward for the forthcoming garden parties and in line with the committee's wishes and to report back to the next Business Committee meeting in terms of future sponsorship.

9. ELECTION OF MEMBERS OF THE BUSINESS COMMITTEE

A paper, prepared by the Development Office, outlining an online system for voting in elections for members of the Business Committee was tabled and its contents noted. Miss Taylor reported that the technical aspects of online voting were quite straightforward and could be managed within the existing resources of the Development Office for use in 2007, subject to the committee agreeing how people could exercise their vote in future elections. Miss Taylor highlighted the need for all online voters to be issued with a user name and password and that these details could be emailed to the 10,000 General Council members currently with email addresses on the Development database.

The committee agreed that voting rights should not be limited to those with email addresses and that a combined postal and online voting system should be proposed. It was also agreed that the results should be announced at the June meeting and that there should be no voting at the meeting itself. The committee noted that the most cost effective way to send out voting materials would be with the *Alumnus Chronicle*, which already includes the billet for the June meeting and information about the candidates. To ensure that voters were able to return their votes in time, the production schedule for the *Alumnus Chronicle* and the voting materials would need to be brought forward. The committee agreed that there were various issues to be considered and that Miss Patrick and Mr Strachan should discuss these with the Clerk and the co-editors of the *Alumnus Chronicle*.

The committee agreed that a resolution should be put to the General Council Meeting in June to change the voting process with the exception of casual vacancies *viz.* :-

From June 2007, elections for members of the Business Committee, with the exception of the casual vacancies, should be carried out by postal and electronic vote and not in person at the meeting.

10. UNIVERSITY COURT REPORT

The convener drew the committee's attention to the following items of business considered recently by the University Court: -

- Enhancement-Led Institutional Review
- A new Arts Building, primarily for the School of International Relation, now nearing completion beside the main Library between North Street and The Scores.
- The continuing development of high quality student self-catering accommodation at David Russell Apartments on Buchanan Gardens.
- The creation of a Poetry Garden within St Mary's College.
- The sale of about 3.5 acres of non-operational University land at Largo Road, intended as the site for a new community hospital.
- The recent introduction of a Disability Equality Policy and a Sustainable Development Strategy.
- Approval of an internet-based distance-learning programme for Terrorism Studies.

11. NEXT MEETING

It was agreed that the date of the next meeting should be brought forward to 28 October 2006 (from 4 November) at 10.30am in University Hall.

12. OTHER BUSINESS

Mr Magee reported that the University website is to be redesigned in the autumn.

Mr Strachan thanked Mr Murray, Mrs Watkinson and Mr Christie for their services to the committee, this being their last meeting.

M P L STRACHAN
Convener

Item 5(a) REPORT OF THE COMMITTEE OF THE ALUMNUS ASSOCIATION

The committee met on 21 January 2006.

Present Miss Kathleen Patrick (Convener), Ms Lesley Lind, Mrs Rona Mackenzie, Mrs Jane Watkinson, Mr Alex Yabroff and Mrs Elaine Cartwright (Secretary).

Apologies Mr Rory O'Hare, Mr Martyn Strachan, and Mr Calum Wilson.

1 **Alumnus Chronicle 2006**

"To Create", which had produced the past 3 editions had successfully tendered to design and print the 2006 edition. Content was confirmed and the production timetable and proof-reading arrangements agreed. It was noted that the next cycle of budget projections would require to be in place by mid-December.

2 **Development**

Details of staff restructuring were intimated. Several fundraising campaigns were operating and an update on progress was provided.

3 **Alumni Relations**

Reports were received of Alumni Carol Services in St Andrews and London, a literary evening in Edinburgh and the programmes of events for the Reunion events in June 2006. Work was under way to institute a lifelong e-mail forwarding service.

4 **Committee Membership**

Mr Yabroff would retire as student member on 30 June and he was warmly commended for his contribution. His successor as President of the Students Association would be known later in the spring. The elected vacancy for 2006 would be that of Mr Wilson who had also been a constructive member.

5 **Date of next meeting**

The next meeting would be held on Saturday 26 August 2006 at 11am.

Miss K M PATRICK
Convener

Appendix 1

MINUTE OF THE STATUTORY HALF-YEARLY MEETING OF THE GENERAL COUNCIL HELD ON 25 JUNE 2005, 11.00AM IN PARLIAMENT HALL, UNIVERSITY OF ST ANDREWS

The Chancellor of the University was in the chair.

The meeting was opened with prayer by the Principal of St Mary's College.

1. **Minute of last Statutory Meeting of the General Council, 27 November 2004.**

The minute of this meeting, held in York, had been circulated and was agreed as a correct record.

2. Business Committee

- (a) **Report** - the Council considered and approved the report of its Business Committee's meeting held on 16 April 2005. In particular, the following matters were highlighted :-
- (i) **Council Meeting in USA** - it was agreed to defer this proposal to allow North American alumni groups time to develop.
 - (ii) **Election of Committee Members** - with regard to this matter, and the wider issue, now raised, of possible use of video conferencing *etc*, Council members were invited to address any further proposals to the Registrar, Mr Stephen Magee.
 - (iii) **Tributes** - the Council endorsed the committee's tributes to the late Mr Douglas Mason, and to Mr John Matthews who had retired after eleven years' continuous service on the University Court as Council assessor and co-optee.
- (b) **Membership** - it was reported that the following committee members retired by rotation at 30 June 2005 : Mr M A W Booth, Ms R J Roland and Mr M P L Strachan (the last of whom, as serving convener, was eligible for immediate re-election). On behalf of the Council, the convener thanked them for their service.

Intimation was then given of the following seven nominations received for the resulting three vacancies : Mr Martyn P L Strachan, Dr Henry A S Payne, Mr Jocelyn D Seligman, Dr Jane E Potter, Mr Peter A Blair, Dr Ralph Covino, Mr E Duthie. There being no further nominations, in a ballot vote at the close of the meeting the following votes were cast :-

Mr Martyn P L STRACHAN	38
Dr Henry A S PAYNE	17
Mr Jocelyn D SELIGMAN	9
Dr Jane E POTTER	26
Mr Peter A BLAIR	28
Dr Ralph COVINO	16
Mr E DUTHIE	39

Accordingly, Mr Duthie, Mr Strachan and Mr Blair were duly elected to serve as members of the committee for four years from 1 July 2005.

3. Committee of the Alumnus Association

- (a) **Report** - the Council received and approved the report of this committee's meeting held on 22 January 2005. The Council was pleased to learn of the positive feedback received about this year's *Alumnus Chronicle* and endorsed the convener's thanks to the editors and all contributors. It was also gratifying to note the continuing growth worldwide of alumni clubs and to hear about the many reunions taking place either at this specific weekend in St Andrews or wider afield throughout the year. In conclusion, the convener thus paid tribute to the enthusiastic work carried out by the Alumni Relations Office.
- (b) **Convenership** - the post of committee convener falling vacant at 30 June 2005, it was reported that the retiring convener, Miss Kathleen Patrick, had duly been nominated for a further five-year term. There being no further nominations, Miss Patrick was duly elected so to serve.

4. Principal's Address

Dr Lang addressed the Council, referring first to a successful and special week of graduation ceremonies, now ending; he thanked all University staff concerned with its organisation. The Principal then spoke of the continuing popularity of St Andrews as students' first choice of university with applications now at an unprecedented high level. As further evidence of St Andrews' burgeoning academic reputation worldwide, 30% of the student population now was from countries

outside the UK. The University remained committed to excellence in both Teaching and Research, students being admitted irrespective of their origins or background; links with Fife schools were being strengthened. Nevertheless, the University faced tough competition internationally, not least from south of the border as a consequence of English universities now being permitted to charge higher tuition fees and consequently having greater financial clout than in Scotland. Despite the apparent lack of appetite among any of the political parties, it was vital that the Scottish Executive was engaged in a positive debate about university funding within Scotland in order to prevent deterioration in the strengths and reputation of Scottish universities. At St Andrews itself, there was continuing investment in new buildings and student facilities : in Computer Science, Management (the Gateway building) and redevelopment of David Russell hall of residence. A new Arts building was expected to open beside the Library in 2007. Increasingly, however, the University was looking to Fundraising efforts in order to sustain its ambitious plans, essential if St Andrews is to remain at the forefront of higher education in Scotland and beyond.

There being no further business the meeting closed with the pronouncement of the benediction.

SIR KENNETH DOVER
President of Council

Appendix 2

REPORT OF THE BUSINESS COMMITTEE

The committee met on 5 November 2005.

- Present:** Mrs J M Watkinson (vice-convener and elected member); Principal Brian Lang (item 12(a) only); Professor D B Thomas (Chancellor's Assessor); Mr G R C Scott (co-opted member); Mr P A Blair, Mr E S A Henley, Mrs J L MacDonald, Mr D S Mundie, Mr J M North, Mr M P L Strachan, Mr E D Wilson (elected members).
- In attendance:** Mr S R Magee (Registrar of the General Council); Mr I M Wright (Clerk of the General Council).
- Apologies:** Mr E D Murray, Miss K M Patrick (Council Assessors on Court); Mr R B Christie, Mr C E Duthie, Dr M J B Lowe (elected members).

Mr Blair was welcomed to his first meeting.

1. ELECTION OF CONVENER OF THE BUSINESS COMMITTEE

Following the expiry on 30 June 2005 of the past convener's term of office as an elected member of the Business Committee, nominations for Mr Strachan's successor had been sought. On the proposal of Mrs MacDonald, seconded by Dr Lowe, and there being no further nominations, Mr Strachan (whose re-election as a member of the committee had been confirmed at the Council's meeting on 25 June 2005) was duly re-elected as convener of the Business Committee, until 30 June 2009.

2. MEMBERSHIP OF THE BUSINESS COMMITTEE

- (a) **Elected Members** - as a consequence of Mr Passmore's resignation, on 13 October 2005, as an elected member of the committee (to permit him to stand as a candidate in the election for Rector of the University - see item 10 below), notice was given of a casual vacancy among the elected members of the committee, serving until 30 June 2006; nomination forms were now available from the Clerk. The vacancy would be filled at the Council's meeting on 26 November 2005.
- (b) **Co-opted Members** - Mr Matthews having ceased to be a co-opted member of the University Court at 31 July 2005 and thus a co-opted member of the Business Committee, it was agreed that the convener should invite either Mr Cabrelli or Mrs Davis (both co-opted members of the Court and graduates of the University) to succeed Mr Matthews as a co-opted member of the committee.

3. REPORT OF THE BUSINESS COMMITTEE'S LAST MEETING, 16 APRIL 2005

- (a) This report, previously considered and approved by the General Council, was received and agreed as a correct record.
- (b) Arising from this report the following matters were discussed :-
 - (i) **Information for Graduands** - it was agreed that Mr North, in consultation with the Alumni Office, should finalise a new Information leaflet about the General Council which the University would distribute to graduands in 2006.
 - (ii) **Reception for Final Year Undergraduates** - the committee agreed that, rather than institute its own reception, the General Council should associate itself with the June graduation garden parties. This would involve making an annual financial contribution towards the overall costs in return for which each graduand would be entitled to free entry to a garden party which would be advertised as a General Council event. To advance this proposal an *ad hoc* group - comprising Mr Strachan, Mr North, Mr Wilson and Mr Magee - was set up to ensure that the quality and content of these garden parties would reflect well on the Council and would be a vehicle whereby the Council's profile could be raised with new members.
 - (iii) **Election of Members of the Business Committee** - the committee agreed that it was desirable to move towards an election process which would allow for electronic voting in elections for members of the Business Committee. It was agreed therefore to invite to the next meeting representatives of the Alumni Office and Information Technology Services to consider this further, including any financial implications.

4. MINUTE OF THE GENERAL COUNCIL'S LAST MEETING, 25 JUNE 2005

This minute was received and agreed for transmission to the Council's next meeting for formal approval.

5. NEXT MEETING OF THE GENERAL COUNCIL, 26 NOVEMBER 2005

It was confirmed that this meeting would be held in Dundee (following the successful practice since 1997 of holding the Council's statutory winter meeting furth of St Andrews). Individual notices had been sent to members living in Dundee and the surrounding areas north of the Tay.

The formal agenda for the meeting was received and approved.

6. SUB-COMMITTEE ON ORDINANCES AND RESOLUTIONS

- (a) **Report** - the committee noted and endorsed the sub-committee's report (on file) of its consideration of University Court Resolutions 2005 Nos. 1, 2 and 3.
- (b) **Membership** - as a consequence of Mr Passmore's resignation as a member of the Business Committee (see item 2 (a) above), the committee agreed to elect in his stead as a member of the sub-committee Dr Lowe, until 30 June 2008.

7. GENERAL COUNCIL ACCOUNTS 2004-5 AND REGISTRATION FEE 2006-7

The committee considered an Expenditure and Income Statement for the General Council and the Alumnus Association for the year ended 31 July 2005. In particular, it was noted that a greater number of graduands in 2006 had resulted in a correspondingly large increase in registration fee income and that this trend was expected to continue for the foreseeable future. The resulting surplus in the accounts would allow for the proposal (item 3 (b)(ii) above) to sponsor the graduation garden parties. It was further agreed that it was desirable, with particular reference to marking the University's 600th anniversary in 2011, to build up a reserve fund. Mr Scott agreed to clarify with the Quaestor & Factor the present state of such funds within the Council's accounts and also to enquire about how an annual

budget for the production of the *Alumnus Chronicle* was determined. Finally, the committee asked that in future statements reference should be made to the Council's reserve cash position.

8. GENERAL COUNCIL WEBSITE

It was confirmed that currently the University's website includes information about the General Council. Following a suggestion by Mr Wilson, it was agreed that this might usefully include profiles of members of the Business Committee. Mr Wilson was asked to discuss this further with the Registrar.

9. THE CAREERS CENTRE (formerly Careers Advisory Service)

Mr Paul Brown, who recently succeeded Mr Jack Daniels as Director of Careers, joined the meeting to speak about recent initiatives and new activities within the Centre. The committee commended the Director's refreshing and vigorous approach designed to facilitate not only students' career needs and aspirations but also to foster effective links with potential employers.

The committee also received statistics relating to the destination of St Andrews graduates 2004.

10. UNIVERSITY COURT BUSINESS

The convener reported on recent business considered by the University Court, notably the expected sale of Hamilton Hall; the new Arts Building due for completion in 2006; medical education in St Andrews; University links with Africa; and the implementation of regulations governing houses in multiple occupancy.

It was also reported that Mr Simon Pepper OBE (recently retired Director of the World Wildlife Fund Scotland) had been elected to succeed Sir Clement Freud as Rector of the University.

11. DATES OF FUTURE MEETINGS

The committee agreed to meet in 2006 on 8 April and 4 November.

12. OTHER BUSINESS

- (a) **The Chancellor** - the Principal reported that Sir Kenneth Dover, Chancellor of the University, had intimated his wish to retire on 31 December 2005, after 25 years in office. Having paid tribute to Sir Kenneth's chancellorship, the committee noted the procedure for electing his successor, in terms of Court Ordinance No. 114. Accordingly, it was agreed that an *ad hoc* group - comprising the Principal and Vice-Chancellor (chair), Mr Strachan, Mr Mundie, Mr Magee - should oversee the arrangements for the election and any related matters.
- (b) **Academic Dress** - it was agreed to draw to the attention of the Academic Registrar the committee's concerns about (i) the dress code applied at graduation ceremonies; and (ii) the present arrangements for the hire and purchase of gowns, both undergraduate and graduate. It was further suggested that the University itself might institute an in-house scheme of this kind.
- (c) **Items for the Agenda** - the convener reminded members of the need to propose agenda items firstly *via* himself in order to confirm their competency and also to establish whether or not some matters might more profitably be raised with individual University officers.

M P L STRACHAN
Convener

Appendix 3

REPORTS OF THE COMMITTEE OF THE ALUMNUS ASSOCIATION

The Committee met on Saturday 10 September 2005.

Present Miss Kathleen Patrick (Convener), Ms Lesley Lind, Mr Rory O'Hare, Mr Martyn Strachan, Mrs Jane Watkinson, Mr Alex Yabroff and Mrs Elaine Cartwright (Secretary)
Apologies Miss Rona Mackenzie and Mr Calum Wilson

- 1 **Alumnus Chronicle 2005**
The publication had been well received.
- 2 **Alumnus Chronicle 2006**
The production timetable was tabled and a range of possible features and contributors identified.
- 3 **Alumni Update**
More than 400 alumni had attended one or more events and reunions held during the last weekend in June. Details were given of Bejant Receptions hosted by alumni and of forthcoming events in London and the USA.
- 4 **Development Update**
Information was received about fundraising activities, notably for the new Arts building and the Scholarship campaign.
- 5 **Date of next Meeting**
The Committee agreed to meet on Saturday 15 October 2005.

Miss K M PATRICK
Convener

The Committee met on Saturday 15 October 2005

Present Miss Kathleen Patrick (Convener), Ms Lesley Lind, Miss Rona Mackenzie, Mr Rory O'Hare, Mr Martyn Strachan, Mrs Jane Watkinson, Mr Calum Wilson and Mrs Elaine Cartwright (Secretary)
Apology Mr Alex Yabroff

- 1 **Alumnus Chronicle 2006**
Content was agreed. It would include articles about the Mediaeval History Department, Aspects of Research in the University, Sustainable Development, Student Generated Music, John Burnet Hall and Alumni working in Museums and Galleries.
- 2 **Date of next meeting**
The Committee agreed to meet on Saturday 21 January 2006.

Miss K M PATRICK
Convener

Appendix 4

UNIVERSITY REPORTS AND FINANCIAL STATEMENTS FOR YEAR ENDED 31 JULY 2005

REPORT OF THE UNIVERSITY COURT

Scope of the financial statements

The accounts for the year to 31 July 2005 have been prepared in accordance with the Statement of Recommended Practice: Accounting for Further and Higher Education and the Scottish Education Funding

Council's Accounts Direction, and on a historical cost basis as modified by the revaluation of listed and endowment asset investments.

Result for the year

In 2004/ 2005 the University witnessed a further year of financial growth with income growing by £7.787million (8.9%) on the previous year, with operational spending growing by £7.427million (8.6%). The surplus retained for general reserves of £5.377million represents an improvement of £2.765million on 2003/2004.

The University continues to be a popular destination for very talented students from home and abroad with student numbers from all EU member states again exceeding funded numbers. As a result of the particular funding mechanisms in place from the Scottish Executive, the University again received no financial reward for teaching these additional talented students. The University's overseas (non EU) popularity remains strong especially in core markets such as the United States of America. The University has now ventured into the Indian sub continent and again demand appears to be healthy.

Within the retained surplus of £5.377million are included gains on property disposals of £3.210million. These disposals have formed part of a measured programme of disposal of properties for which the University's core services, Teaching and Research, have no long term need. The programme was implemented to assist in funding the University's ambitious capital investment programme and to assist in reshaping the Balance Sheet to improve liquidity.

As a result of the review of the University's accounting practice with regard to gifted heritable property assets, which were provided to be used at the discretion of the University Court and in line with recognised accounting practice, these assets are now regarded as assets of the University. This change has been reflected in restated amounts for 2003/04 also. There is no change to the level of reported surplus.

During the year, income from research totalled £22.718million (£22.492million after movements on deferred grants). This level of activity represented an increase in throughput on the previous year of £2.777million and coupled with an increase in grant award levels in the year may indicate the start of trend of further growth in future years. The University continued to invest in research staff and infrastructure, funded in part by the first and second rounds of the Strategic Research Infrastructure Fund. This investment, coupled with direct University investment and further funds from Strategic Research Development Grants, should allow the University to continue to increase the volume of research activity and income in the coming years.

During the year the value of the Consolidated Balance Sheet increased by £16.561million, reflecting continuing substantial investment in infrastructure, funded through a joint stream of retained earnings and long-term borrowings. The growth in the overall asset value was supported by strong performance in global stock markets that assisted the growth in the value of University Endowment funds.

Achievement of Strategic Objectives

In recent years the University Court has reviewed the manner in which it manages and monitors the University's activity. Previous years' reviews brought the University in line with the requirements of the Guide for Members of Governing Bodies of Scottish Higher Education Institutions and Good Practice Benchmarks (SHEFC Circular 05/99 & HE/23/00). During the year, the University instigated an effectiveness review of the University Court and its Committee structure. This review is designed to ensure that the University's governance arrangements remain effective in a changing environment.

Admissions: The University continues to experience very strong demand for Home and EU undergraduate places and a further breach of Funding Council limits occurred. Uptake of University offers was again higher than previous experience and average asking rates are still rising in high demand disciplines and entry grades achieved are at an all time high. The combined pressure of sheer numbers and levels of uptake is likely to continue in the short to medium term. The University met its targets in relation to overseas students overall and demand is relatively robust although postgraduate numbers were lower than anticipated due to difficulties in securing visas experienced by students particularly from the Far East. Undergraduate Study Abroad numbers, particularly from the USA for second semester, which were constrained by the housing shortage in the second half of 2003-04, show signs of recovering. Access student numbers continue to rise but the need remains for further funding to be raised for entrant bursaries to attract students from backgrounds

and areas from which there has been a historically low progression into Higher Education. The University continues to campaign to promote widened participation through various initiatives including Summer Schools.

Learning and Teaching: In 2004/2005 the University continued its engagement with the sector-wide Scottish quality enhancement themes for learning and teaching, began specific preparations for the forthcoming Enhancement-Led Institutional Review (ELIR) in 2006, and took significant steps towards improving the learning & teaching infrastructure in the University.

With regard to the enhancement themes, the previous year's focus upon assessment and responding to student needs was further consolidated. Fine tuning of the Honours classification system was introduced in response to concerns expressed by Schools and external examiners, and revised procedures for re-sit examinations were put in place that permit examiners to target re-assessment more closely to the weaknesses of individual students. Academic Fraud policies were also revised to address issues of plagiarism. Schools continued to be encouraged (using a Mapping of Results procedure promoted by the Deans) to look more closely at the distribution of grades to identify anomalies in marking. The University also implemented for the first time student satisfaction surveys for final-year students and for first-year students in order better to identify student needs across the University as a whole. This was combined with an evaluation of the student experience being undertaken by the Secretary to the University Court, using focus groups. The results of these surveys will be analysed in the coming session and will be the basis for further initiatives. In addition, a new Code of Practice was approved for dealing with Student Appeals, Complaints and Discipline.

The two new enhancement themes for 2004/2005 were employability and flexible delivery of learning & teaching. The appointment of a new Director of the Careers Advisory Service (CAS) provided a timely re-assessment of the University's effectiveness at preparing students for employment and led to a programme of improvements in the organisation and accessibility of the CAS. CAS staff also visited academic Schools to promote a pattern of earlier engagement of students with the Service, beginning in the second year. Importantly, for the first time, an Employability Strategy was formulated and approved for the University, focusing particularly on academic provisions to enhance employability. With regard to the theme of flexible delivery of learning, the continuing expansion of the use of WebCT and other platforms of e-learning (such as the new curriculum in Medicine) is to be followed up by an upgrade of WebCT in the coming year. A major expansion of distance learning beyond the current programmes is not currently viewed as part of the ethos of St Andrews, although modest expansion may be anticipated as a result of new collaborative ventures.

A major upgrade to the teaching infrastructure was planned and begun in 2004/2005. At the start of the session a refurbishment of the lecture theatre in School 3 was completed, in preparation for the new degree programmes in Film Studies requiring cinematic quality of projection and sound. During summer 2005, the refurbishment of Schools 1 and 2 have also been undertaken. In addition, special LTIF funding of approximately £800K from SHEFC has allowed the upgrade of several seminar rooms and small lecture rooms throughout the University, including new furnishings and fabric. To enhance flexible delivery of learning, all refurbishments have included a standard audio-visual package that includes a computer, data projection, CD and video facilities and wireless connectivity.

Three other initiatives of importance deserve attention. Firstly, during this session a University Committee on Ethics in Teaching and Research was established to oversee academic activities of students and staff that might have ethical implications. Secondly, a new scheme of peer observation of teaching was launched in the current session, with the result that all academic staff throughout the University now have an opportunity to learn from one another to improve teaching. Thirdly, a new programme of research skills development has been launched for postgraduates, which includes not only centrally-provided generic skills training but also a scheme of assessing individual student needs and logging progress towards meeting those needs. A postgraduate skills development co-ordinator has been employed to administer this University-wide programme.

Student Experience: During the year, a comprehensive survey of students' views of their experience in St Andrews was conducted and an action plan proposed to further enhance the student experience.

A wholly revised orientation programme for all students has brought significant improvements to their induction to the University. What was previously a 30 event weekend aimed at overseas entrants has been expanded, in partnership with the Students' Association, to a 200 event conference-style orientation week.

Arrangements for the assessment of disabled students have been revised, in order to minimise the possibility of abuse of the benefits available, to ensure that appropriate support is provided to those in need and to ensure the effective and sensitive management of information about students' special needs.

An Alternative Format Suite has been developed to co-ordinate the translation, largely by volunteers, of written teaching materials into accessible formats.

Research: St Andrews continues to be the most research intensive university in Scotland. The SHEFC Main Grant Letter of March 2005 announced a total of £13.646million in 2005-06 for the combined Main Quality Research Grant, Research Postgraduate Grant and Knowledge Transfer Grant. This amounts to over 42% of the SHEFC grant to the university, the highest proportion in Scotland. The overall increase in these three grant categories over 2004/05 is 4.2%.

Research grant income (i.e. money claimed from sponsors against expenditure on grants and contracts) for 2004/05 was £22.7million. This compares with £19.9million for 2003/04 representing a 14% year on year increase. Research income for the university has witnessed a very healthy increase from £12.4million in 1999/2000. In 2004/05, 53% of the income derived from Research Councils, up from 51% in 2003/04.

An increase of 18% in research awards announced in 2004/05 is an outstanding result for the university. The total for the year stands at £29.7million. (Note that this total *excludes* SUPA and EaStChem awards, see below). In this record year St Andrews' researchers submitted 583 new research applications and 253 awards were made.

The university was awarded £6.705million in round three of the Science Research Infrastructure Awards, SRIF3. (SRIF2 provided £5.6million). All eight projects submitted have been approved by SHEFC. Including a planned institutional contribution of just over 14%, the total spend will be £7.65million. As indicated by our increase in research grant awards, the research portfolio in the sciences has expanded enormously over the past decade and the programme will extend our existing capacity by bringing some of our aging buildings, laboratories and facilities up to the latest standards. In choosing the projects, account was taken of the Government's "10 year science and innovation investment framework" aiming to provide state-of-the-art facilities to carry out research for top scientists, particularly in multidisciplinary research areas such as environmental sciences, earth systems, marine sciences, biomedicine, biochemistry, biophysics, cognitive systems, photonics, energy, sustainability and coastal research. For SRIF3 we have adopted a policy of proposing laboratory upgrades and fit out that create high quality space in contiguous areas. SRIF3 investments will be made in Biomedical Sciences, Marine Sciences, Chemistry, Physics, Mathematics and Psychology. Included is a Library project to allow completion of an electronic catalogue of books and periodicals. SRIF2 projects are now complete or in their final stages.

The university was very successful in winning nine new Research Council Academic Fellowships in the first round of this scheme. Appointments made during the past year will significantly add to our research profile. Staff continue to be successful in competitive award schemes such as the Strategic Research Development Grants (SRDG). A £1.5million facility now being constructed at Edinburgh Zoo with SRDG funding is led by the University of St Andrews under the title "Living Links to Human Evolution".

The University continues to work collaboratively with other Universities in Scotland, the rest of the UK and around the world. The University is at the forefront of research pooling initiatives in Scotland for both Physics and Chemistry and is also engaged in discussions about possible research pooling initiatives, in Geography and Geosciences (SAGES), Economics, Marine Sciences and Life Sciences. SHEFC have made awards to the university for the Scottish Universities Physics Alliance (SUPA), EaStChem and a feasibility study for research pooling in the Marine Sciences area.

The University continues to promote the commercialisation of its research base and the transfer of knowledge through its Research and Enterprise Service. Through this service the University supports the development of research findings for commercial purposes, engaging with the private sector where possible. A new company,

Lumicure, was formed to develop novel flexible light sources for providing photodynamic therapy treatment of skin cancer. This company raised £170K from the Enterprise network to develop a prototype and implement a business plan that will be used to attract further investment into the company. Other companies that secured additional investment to develop their products in 2004/05 include Photosynergy and Aquapharm Biotechnology. St Andrews Fuel Cells, a new company formed in February 2005, is in receipt of a Scottish Executive SMART award to develop its licensed fuel cell technology. The main event during 2004/05 was the flotation of IDMoS PLC on the Alternative Investment Market (AIM). IDMoS was one of only ten spin-out companies listed on AIM in 2004 and the successful float in November 2004 valued the company at ~£20million. The University held equity stake in the company is currently valued at 31 July 2005 at £1.230million.

Interdisciplinary research has been encouraged, particularly through the support of cross-School Research Centres and Institutes, including the Centre for Research in Ecological and Environmental Modelling (initiated by a £1.3million Grant from SHEFC), the Centre for Advanced Materials, the Biomolecular Sciences Centre, the NERC Sea Mammal Research Unit and the AHRB Centre for the Philosophy of Logic, Language, Mathematics and Mind.

A new programme on generic skills for training for all research postgraduate students and contract research staff was rolled out in September 2004. An induction programme, a series of courses and log books for all PhD students have been introduced and integrated into Schools activities in this area. A coordinator has been appointed for this programme during 2004/05.

Finally, the University has been successfully accredited for Full Economic Costing (fEC) and will be able to commence fEC applications to the Research Councils from the beginning of the September. Full Economic introduces a number of significant changes in how grant applications are made and will have a significant impact for funding and sustainability of our research capacity in the future. A working group comprising representatives from Finance, Research Grants Finance Office, Research and Enterprise Services, Business Improvements and Academic Schools have created the basis for the new scheme.

Information: The past year has seen further integration of the University's information units with Business Improvements becoming a part of Library and Information Services.

There have been several major infrastructure developments worthy of note. The programme to upgrade the data network backbone has been completed and the University's core network is now operating at 10Gbps. More fibre optic cable has been laid in University ducts and a project to provide higher speed and more resilient connections to buildings has commenced. The wireless network has been developed further and a Virtual Private Network (VPN) service established in order to provide users with secure access to the University over the Internet. There has also been reconfiguration and enhancement of our email service equipment as user requirements grow continually. A server has been established to support computing needs in Arts research and new software licence agreements have been taken out to support bibliographic databases and mind mapping. Resources have also been invested in direct IT training and in making available good quality IT training materials online. Towards the end of the year, arrangements to acquire a large centralised file storage facility were concluded. This will provide benefits to all users of the computing service since, in addition to making much more file storage space available, the data stored will be mirrored across two sites for added resilience.

In the past year, Business Improvements has started a major project to implement a 'web interface' to the student record system (SITS). This project is at the end of its first phase and has been used by academics to input directly electronic programme specification information into the SITS system. Future phases will develop on-line registration and on-line visiting day and prospectus requests and facilitate integration with the student finance module to allow students to get up-to-date information about their tuition and residence fees as well as to set up direct debits on-line. Other Business Improvement projects have included the development of web-based systems to produce risk assessments to comply with COSHH legislation, to allow full economic costing of research and to establish a database of research expertise which will be used to help the University manage its submission in relation to the forthcoming Research Assessment Exercise.

In the past year, the Library has taken its first steps in releasing and reconfiguring space by the deposit of some older science periodicals in an external store and has played its part in negotiation of the new Scottish book contract which will ensure good value for money for any resources allocated, in future, to the purchase

of monographs. It has also supported the development of new teaching initiatives in the University so that it can, for instance, provide extensive viewing materials and stations for the new courses in Film Studies commencing in September 2005. In addition, it continues to work towards greater provision of self-service facilities to encourage flexible learning and extended its opening times to respond to demands for greater learning and study opportunities. The Library, has, furthermore, licensed new digital collections in line with its strategic aim of increasing the proportion of content delivered electronically to its user community and has continued to invest in the digitization of its own collections, expanding the proportion of the photographic collection now available electronically as well as digitizing a selection of out of print historical source materials.

Estates : During the year progress has been made in the development of a computer aided facilities management system with implementation planned to take place early in the financial year 2005/06. Estates will provide web access to representatives of Schools and Units to enable them to track progress of estates related activities with a particular emphasis on routine and planned maintenance. This system will interface directly with the recently implemented new finance system to provide improved information in relation to financial commitments.

In 2004/05 the completion of the alterations to the Gateway Building was achieved along with remaining blocks at David Russell and the Facilities Building, the new Computer Science Building and various SRIF 2 funded refurbishment projects. Works also commenced on the new Arts Faculty Building, Phase 1 of LTIF funded upgrading of teaching accommodation and the refurbishment of St Katherine's West.

2004/05 was also a significant year for the Support Services within Estates, all of whom played an important role in both June and July graduations. Ground Services provided additional floral displays for both sets of graduations and at that same time completed significant landscaping works at Computer Science and Swallowgate and Craigard.

In 2004/05, Estates recruited a replacement Environment and Energy Manager, and in addition an Energy Officer, to strengthen the existing environment management resource. Their focus has been the delivery of key Environment Strategy Commitments. The financial priority has been the management of steeply rising gas and electricity costs (72% for gas and 47% for electricity compared to the previous year) and also for water (224% due to wastewater charges being levied for the first time). Another major focus has been the reduction of carbon dioxide emitted from heating plant at the North Haugh as part of the EU Emissions Trading Scheme. The University has extended its recycling programme and is currently recycling 15% of its general controlled waste and has secured a freeze on waste to landfill charges for the next two years despite significant imminent increases in landfill tax.

Governance & Nominations: The University has now finalised and implemented a comprehensive approach to the performance appraisal of Court Members. The University Court instigated a review of its and its Committee structures' effectiveness during the year. It is anticipated that the findings of this review will be available during the coming year and appropriate changes will be implemented.

Human Resources: During the year, substantial advances have been made in ensuring that the requirements of the nationally agreed Framework Agreement will be met by August 2006. This has involved the recruitment and training of role analysts to undertake job evaluation and the selection of benchmark jobs for this process. Progress is now being made in gathering information from role holders so that role profiles can be produced. Along with this, all staff hours have been harmonised to 36.25 hours per week with effect from 1 August 2005 and a pilot Review and Development Scheme, involving 140 staff and managers, has been launched with full University roll-out expected from 1 August 2006. Several policies have been revised including those relating to Sickness Absence, our Equality Statement, Race Equality and Probation for Academic Staff. Work continues on the revision of other policies such as those involving Discipline & Grievance, Alcohol and Drugs and Stress. Training has also been provided for managers in relation to dealing with stress. The Staff Development Team has successfully run a variety of training courses including Assertiveness Skills sessions and networking events for secretarial/clerical staff. The team regularly refines such courses to meet individual and unit needs and continues to support the University's Management Development Initiative, to develop joint programmes and to facilitate School/Unit Away Days.

Finance: The University continued to develop the relationship of the Finance Department with the operational management of Schools and Units. The aim is to ensure that transparent financial management information is available and provided in a seamless manner through the use of effective web based reporting tools which meet the needs of managers as well as the institution.

Continued progress has been made in the development and implementation of a comprehensive procurement strategy. This revised strategy, which along with more efficient procurement tools, is focused on making good purchasing easy for all staff involved in the procurement cycle.

The University has also improved its treasury management arrangements in the year, allowing it to exploit the opportunities afforded by improved liquidity, by ensuring that debt balances are minimised and surplus cash invested in an effective and efficient manner.

Endowment Funds: The University's Endowment Fund grew strongly during the year in line with the general growth in global equity markets. The funds grew in the year by £5.356million. During the year the University also revisited its asset allocation strategy and it is anticipated that the changes which have been implemented will improve the long term funding objectives of the funds.

Payment of creditors

It is the University's policy to obtain the best terms for all business and thus there is no single policy as to the terms used. In agreements negotiated with suppliers, the University endeavours to include and abide by specific payment terms. The average creditor payment period, calculated as a proportion of the year end creditors to aggregate amounts invoiced during the year, was 34.7 days (2003/04: 32.3 days).

Equal Opportunities Policy

The University has an Equal Opportunities Policy that applies to all staff and all students. The Policy's aims are that all individuals will be treated with respect and that they will not be subject to unfair discrimination in any aspect of university life. The University's aim is that all staff and students, whether existing or potential, will receive fair and equal treatment when applying to become, or working as, members of the University. The Equal Opportunities Policy aims to achieve an environment in which unfair discrimination is not tolerated, and in which everyone has the opportunity to develop to their full potential.

This policy includes specific provision for existing and potential employees with disabilities and those from under-represented ethnic and racial groups. The University actively seeks ways to ensure that such individuals are not disadvantaged in their career development by factors relating to their personal circumstances.

Conclusion

The University has had a successful year. It remains a popular destination for students of very high calibre from all over the world. Research activity is growing and research quality remains high. Earnings are once again being generated in more significant amounts which will assist the University fulfil its investment ambitions and move towards a truly sustainable financial future.

WILLIAM BERRY
Senior Governor

CONSOLIDATED INCOME AND EXPENDITURE ACCOUNT
For the year ended 31 July 2005

	Consolidated Year ended 31 July 2005 £000	Consolidated Year ended 31 July 2004 £000 restated
INCOME		
Funding council grants	32,273	31,024
Tuition fees and support grants	21,504	19,564
Research grants and contracts	22,492	20,416
Other income	18,051	15,552
Endowment and investment income	870	847
Total income	95,190	87,403
EXPENDITURE		
Staff costs	57,541	52,690
Other operating expenses	27,313	26,909
Depreciation	6,464	5,266
Interest payable	2,226	1,252
Total expenditure	93,544	86,117
Surplus before disposal of assets and taxation	1,646	1,286
Gain on disposal of assets	3,210	1,114
Surplus after disposal of assets but before taxation	4,856	2,400
Taxation	0	0
Surplus after disposal of assets and tax	4,856	2,400
Transfer from accumulated income within specific endowments	521	212
Surplus for the year retained within general reserves	5,377	2,612

All activities included in the above income and expenditure account are continuing.

BALANCE SHEETS

As at 31 July 2005

	Group 31 July 2005 £000	Group 31st July 2004 £000 restated	University 31 July 2005 £000	University 31st July 2004 £000 restated
Fixed assets				
Negative Goodwill	(938)	(1,196)	0	0
Tangible Assets	114,725	99,004	108,288	93,951
Investments	1,481	235	2,035	787
Total fixed assets	115,268	98,043	110,323	94,738
Endowment assets	33,366	28,010	33,366	28,010
Current assets				
Stock	446	425	446	425
Debtors	8,253	7,243	12,758	10,154
Short Term Deposits	100	0	100	0
Cash at bank and in hand	342	1,114	342	1,114
Total current assets	9,141	8,782	13,646	11,693
Creditors : amounts falling due within one year	(22,627)	(24,603)	(24,227)	(26,280)
Net current liabilities	(13,486)	(15,821)	(10,581)	(14,587)
Total assets less current liabilities	135,148	110,232	133,108	108,161
Creditors : amounts falling due after more than one year	(48,642)	(40,226)	(48,573)	(40,146)
Provision for liabilities and charges	(66)	(127)	(66)	(127)
NET ASSETS	86,440	69,879	84,469	67,888
Deferred capital grants	27,359	22,761	26,887	22,267
Endowment funds				
Specific	31,249	26,245	31,249	26,245
General	2,117	1,765	2,117	1,765
Total endowments	33,366	28,010	33,366	28,010
Reserves				
Revaluation reserve	1,230	0	1,230	0
General	24,485	19,108	22,986	17,611
	25,715	19,108	24,216	17,611
TOTAL FUNDS	86,440	69,879	84,469	67,888

Approved by the University Court of the University of St. Andrews on 9 December 2005, and signed on its behalf by:

Dr Brian A. Lang,	Principal and Vice-Chancellor
William Berry,	Senior Governor
Derek A. Watson,	Quaestor and Factor

THE GENERAL COUNCIL

The General Council was instituted by the Universities (Scotland) Act, 1858, but its constitution and organisation have been considerably altered by subsequent statutes.

The membership of the General Council is governed by ordinance No. 96 of the University of St Andrews and is as follows:-

The Chancellor, all graduates of the University (including honorary graduates) and holders of the Licentiate in Dental Surgery, members and former members of the University Court, Professors and former Professors of the University, Readers and Lecturers who have been in office for more than one year, former Readers and Lecturers who were members of the Council during their tenure of office as such and who continued in the employment of the University until retirement.

The Chancellor of the University is elected by the General Council and is President of the Council.

The business of the Council is to take into consideration all questions affecting the well-being and prosperity of the University, and to make representations from time to time on such questions to the University Court, who shall consider the same, and return to the Council their deliverance thereon. Members may raise any matter bearing upon the University, by reference to the Convener of the Business Committee of the General Council, College Gate, St Andrews.

Under the Universities (Scotland) Act, 1966, new Ordinances and Resolutions are communicated in draft form to the General Council, whose opinion thereon is taken into consideration.

The Council elects two Assessors to the University Court. No member of the *Senatus Academicus* is entitled to vote or take part in the election of any Assessor of the General Council.

The affairs of the Council are conducted by a Business Committee exercising duties determined by the Council in accordance with the Council's instructions.

Standing Orders of the General Council

1. *Statutory Meetings* – The Council shall assemble twice each year, such meetings to be held on the last Saturday in January and the last Saturday in June (subject to alteration from time to time by resolution of the Council with the approval of the University Court).
2. *Special Meetings* – Special meetings of the Council shall be called through the Clerk either at the request of the Business Committee, made by a majority of all its members, or at the request of not less than fifty members of the Council.
3. *Quorum* – the quorum of the Council shall be twenty.
4. *Chairman* – At meetings of the Council, the Chancellor, whom failing the Principal, whom failing the Chancellor's Assessor, whom failing a Council Assessor on Court (in order of seniority), whom failing the Convener of the Business Committee, shall preside; in the absence of all of these, a Chairman shall be elected by the meeting. No member of the *Senatus Academicus* shall preside at a meeting of the Council during that part of the business devoted to the election of an Assessor on the University Court. In every case the Chairman has a deliberative and also a casting vote.
5. *Committees* – The Council shall appoint and determine the duties of a Business Committee. From time to time the Council may appoint other committees to report on any matter remitted to them or to carry out instructions given to them by the Council.
6. *Notice of Motion* – Notice of every motion except procedural motions to be proposed at a meeting of the Council shall be given to the Clerk in writing, signed by the member giving it, at least eight days prior to the date of the meeting in question. If the Chairman is satisfied that due notice could not reasonably have been given in respect of a specific item of business, this Order may be suspended, for the sole purpose of discussing the business in question, on the vote of two-thirds of the members present at a meeting of the Council.

BUSINESS COMMITTEE OF THE GENERAL COUNCIL

The constitution and duties of the Business Committee, as determined by the Council, are as follows:-

Constitution

1. The Business Committee shall consist of:
 - (a) Members *ex officio*
 - (b) Elected Members
2. The following shall be members *ex officio*:
 - (a) The Principal.
 - (b) The Chancellor's Assessor on the University Court.
 - (c) The Assessors of the General Council on the University Court.
 - (d) The Conveners of all other Committees (and standing Sub-Committees) of the General Council.
 - (e) Two of the co-opted members of the University Court who are alumni.
3.
 - (a) The elected members shall be twelve in number.
 - (b) They shall hold office for four years.
 - (c) Subject to paragraphs 4(b) and 5(b) below, they shall not be eligible for re-election until one year has elapsed from the date of demitting office.
4.
 - (a) The election of members shall take place annually at the second statutory half-yearly meeting of the General Council; but a casual vacancy may be filled at either statutory half-yearly meeting.
 - (b) In the case of a casual vacancy the person elected to fill it shall retire when the member (s)he succeeded would in ordinary rotation have retired, and shall be eligible for immediate re-election.
5.
 - (a) When necessary, the Convener and the Vice Convener shall be elected by the Business Committee from among its elected members at the first meeting following the second statutory half-yearly meeting of the General Council serving until their ordinary membership term expires.
 - (b) On the expiry of their ordinary term, the Convener and the Vice Convener shall be eligible for immediate re-election as an ordinary member of the committee, and on such re-election shall be eligible for re-election as Convener or Vice Convener.
 - (c) The Convener and Vice Convener shall be *ex officio* members of all the committees of the Council.

Duties

The duties of the Business Committee are to transact business remitted to the Committee by the General Council, to frame the programme of business to be submitted to meetings of the Council, and to act on behalf of the Council, under powers specifically conferred upon the Committee, or in circumstances of emergency.

COMMITTEE OF THE ALUMNUS ASSOCIATION

The Alumnus Association was founded in 1926 at the instance of the General Council to further the interests of former students and to work for the good of the University. Members of the General Council are *ipso facto* members of the Association.

The Principal and Vice Chancellor of the University is the Honorary President of the Association.

The Committee comprises a Convener and four members elected by the General Council from its members and three *ex officio* members namely the President of the Students Association, and the Convener and Vice Convener of the Business Committee of the General Council. The Committee appoints the Editor(s) of the *Alumnus Chronicle*. The Alumni Relations Officer acts as Secretary to the Committee. Both Editor(s) and Alumni Relations Officer are in attendance at meetings of the Committee. The Committee has power to co-opt additional members for specific purposes and to invite University officials to address its meetings.

The Convener is elected by the General Council to serve for a term of five years and is then eligible to stand for immediate re-election. The other elected members are each elected for a period of five years and are not eligible for re-election until one year has elapsed from the date of demitting office. Retirements are on a rotational basis so that there is only one elected vacancy each year. Elections take place at the second statutory half-yearly meeting of the General Council. Casual vacancies will normally be filled initially by co-option. A person filling a casual vacancy will normally serve the remainder of that term and then be eligible for election for a full term of five years.

GENERAL COUNCIL REGISTER

Changes of designation or address should be communicated immediately to the Registrar to the General Council, St Katharine's West, The Scores, St Andrews, Fife KY16 9AX. (*Note* - to comply with Data Protection legislation, the Register available for public consultation no longer contains members' addresses but relevant queries may be directed to the Alumni Relations Officer.)

Prayers