

UNIVERSITY OF DUNDEE

UNIVERSITY COURT

A meeting of the University Court was held on 16 February 2016.

Present: Mr E Sanderson (in the Chair), Principal Professor Sir Pete Downes, Ms J Aitken, Mr R Bint, Professor SM Black, Mr RS Bowie, Dr WGC Boyd, Mr K Burns, Professor S Cross, Mr I Howie, Mr T Hustler, Professor T Kelly, Ms B Malone, Ms J Marshall, Dr AD Reeves, Mr D Ritchie, Professor M Scott and Mr D Taylor.

In Attendance: Vice-Principal (International); Vice-Principal (Academic Planning & Performance); Vice-Principal (Learning & Teaching); Vice-Principal (Research, Knowledge Exchange & Wider Impact); University Secretary; Director of Finance; Director of External Relations; Director of Academic & Corporate Governance; Director of Strategic Planning; Acting Director of Human Resources & Organisational Development; Head of Press and Clerk to Court.

Apologies: Lord Provost Mr R Duncan, Ms Shirley Campbell, Mr J Elliot, Ms K Reid and Mr KA Richmond and Director of Organisational Change.

31. RECOMMENDATION FOR CHAIRPERSON OF COURT

The Court received the unanimous recommendation of the appointing panel, and the Chair therefore had pleasure in inviting Court to appoint Mr Ronald Bowie as the next Chairperson of Court.

The Court decided: to appoint Mr Ronald Bowie as Chairperson of Court, succeeding Mr Eric Sanderson for three years in the first instance from 1 August 2016.

32. MINUTES

The Court decided: to approve the minutes of the meeting on 14 December 2015.

33. MATTERS ARISING

Welfare & Ethical Use of Animals Committee (Minute 33(3))

In response to a request for an update regarding an ongoing internal investigation, the University Secretary informed members that he would be in a position to provide a response to Court at its meeting on 18 April 2016.

The Court decided: to await a further update at its next meeting.

34. CHAIRMAN'S REPORT

The Court received the regular report from the Chairman outlining his activities since the last meeting. In presenting the report, he highlighted the recent open letter which had been written to the Herald newspaper from the Committee of Scottish Chairs (CSC) raising concern about the proposed method of identifying chairs of University governing bodies. The Chairman also noted the progress of the Higher Education Governance (Scotland) Bill and informed the Court that there would be further information shared by the Principal in his report.

The Chairman reported that, following the submission of a single nomination in January 2016, the new Rector of the University of Dundee had been declared as Mr Mark Beaumont, honorary graduate and record-breaking long distance cyclist. The Court noted its congratulations to Mr Beaumont.

The Court decided: to note the report.

35. PRINCIPAL'S REPORT

The Court received a report from the Principal (**Appendix 1**).

The Principal provided an update on the Higher Education (Scotland) Governance Bill, and in doing so informed members that the Bill had progressed through Stage 2, where a number of amendments from MSPs had been tabled, and had now progressed to Stage 3, and was as a result likely to receive Royal Assent before Parliament was dissolved for the election.

The Court discussed the proposed process of election of the Chairperson of Court, noting that the draft bill stipulated that all staff, students and members of the governing body would be eligible to vote. As each member of those constituencies would carry a single vote, the Court noted that the student body would by far have the biggest electorate. The Principal confirmed his understanding that the provisions in the Bill would be subject to a transition period for implementation purposes.

In the discussion which followed, the Principal highlighted the removal of clauses which would have increased ministerial control over universities and might therefore have risked reclassification of universities as public bodies by the Office for National Statistics (ONS). A number of issues remained to be resolved, however, and the CSC and Universities Scotland (US) would continue to work towards achieving an acceptable approach through Stage 3. The Chairman informed members that the Government had requested the CSC to revise the Scottish Code of Good HE Governance later this year, to reflect the changes made in the Bill.

The Principal informed the Court that the indicative funding letter from the Scottish Funding Council (SFC) had been further delayed and was now expected later in the week. There was a reasonable expectation that the cuts would be lower than first intimated due to the work undertaken by US with the Government.

Members discussed the recent communication sent out to staff from the Principal, which addressed the current financial sustainability of the institution, and they raised some

concern about the fact that the communication had been disclosed to the local press. The Principal informed members that when significant matters affecting staff are being raised at Court, the University had adopted a process to communicate such issues with staff to ensure transparency. In his view it was better to communicate with staff than not do so to avoid press interest. While the decision not to respond to the press article had been a conscious one, some members nevertheless felt that such a response should have been issued from the University. The Principal highlighted that to achieve the required savings set out in Paper F, the University would need the full commitment of staff and so staff needed to understand the full extent of what was required.

The Court decided: to note the report.

36. FINANCE

(1) Finance & Policy Committee

The Court received a report of the meeting of the Committee on 25 January 2016 (**Appendix 2**).

The Court noted the Committee's discussions relating to the three-year forecast and budget setting.

The Director of Finance provided an overview of the Period 5 Accounts and informed members that Period 6 was showing a £300k improvement on previous months, thereby providing the reasonable expectation that the breakeven budget for the year would be achieved. Members welcomed the exceptional gains of more than £3million, although the Director emphasized that these represented 'one-off', non-recurring items. The Director noted that the budget-setting process was becoming more effective and Schools now had a clearer financial understanding of the University's, as well as their own, performance.

The Director of Finance provided an update on the process to agree a new credit facility. The University was in discussion with a named bank with regard to a revolving facility of £50million. The Director informed the Court that the covenants proposed by the bank required financial modelling, which would be completed upon the receipt of the indicative funding letter from the SFC. The Director invited Court to delegate authority to the Chairman of Court, the Convener of the Finance & Policy Committee and to himself to agree terms with the bank and approve the credit facility.

One member questioned whether any due diligence, in relation to ethical investment, had been undertaken when choosing potential lenders and it was made clear that the University's Treasury Policy set out those banks that the University was content to do business with.

The Court noted the approval of the IT network project and Estates & Buildings tower cladding project and requested further clarification on which capital investments would need explicit approval from Court. It was requested that the schedule of delegation be amended to be clear on this issue.

- The Court decided:**
- (i) to approve the request for delegated authority for the Director of Finance, the Chair of Court and the Convener of the Finance & Policy Committee to agree terms and approve taking out a credit facility, subject to a full report at the next meeting of Court;
 - (ii) to ask officers to amend and clarify the schedule of delegation in relation to capital expenditure limits for approval at the next Court meeting;
 - (iii) to note the report.

(2) Financial Sustainability

The Principal gave a presentation on the University's financial sustainability. In doing so he made clear that the projected future deficits were real and would require both achievement of the target growth forecasts as well as significant cuts to expenditure. Court members recognised the financial challenges facing the institution, but emphasised the importance of continued alignment to the University's vision, strategic goals and objectives and the impact of the action to address the deficit on students and other stakeholders.

The Court considered a paper from the UEG and the Principal clarified that members were being asked to approve the high level target actions, rather than every detail of the paper, but members were invited to comment and provide guidance to the UEG and Deans on how to implement and realise the target savings. The next phase would see the UEG submit a detailed set of explicit proposals for approval at Court in April. The Court was invited specifically to agree to the proposal to set a target of delivering a budget with an operating deficit of no more than £5m in 2016/17 and a cumulative deficit of no more than £10m over the next three years.

In the discussion which followed, the Vice-Principal (Academic Planning & Performance) explained that the proposed savings identified from Schools in Paper F had been calculated using a metrics-based approach across all nine Schools. Members asked to what degree the Deans had been involved in the development of the metrics, and the Vice-Principal (Academic Performance & Planning) confirmed that the Deans had had substantial input to the metrics produced and underlined that there had been a genuine change in culture, with the Deans working collegially towards sustainable growth and cost reduction. Although concerns were raised that the rate of progress seemed slow, the Principal highlighted that there had been a great deal of progress within the past 12 months through the restructuring process and the University had come through this difficult phase in a very positive way.

In response to questions, the Principal confirmed that the paper assumed that government funding would resume to previous levels in the next Scottish budget round. As a result, some members expressed the view that the actions would not be sufficient to achieve financial sustainability if this assumption proved false. Members therefore requested that offices plan a scenario which included the possibility that funding would not revert to 2014/15 levels.

Discussions turned to the sections of the paper which covered the possible ways in which staffing costs might be reduced. It was suggested that a tiered approach of options should be used, so that the more severe would only be considered if others looked likely to fail to achieve the desired reductions. It was clear that members could only countenance methods such as redundancy, whether voluntary or compulsory, with great reluctance, although members did understand the scale of the financial challenge facing the University. In considering the turnover of staff, members asked for more information on the breakdown of FTE staff figures, and the University Secretary advised that more detailed answers would be provided at the next Human Resources Committee by HR Services.

The Vice-Principal (Learning & Teaching), in talking about issues such as teaching efficiency, sought to reassure members that a serious process of reflection had been undertaken across Schools on the way teaching was delivered and this had identified those areas where specific action was needed. Additionally it was noted the results of the teaching efficiency project might identify certain parts of the curriculum which the University should discontinue.

On the issue of research income, members noted the data which showed that the University's ratio of research to teaching was anomalous when compared with other comparator institutions. The data suggested that there was an optimum ratio demonstrated by a number of comparator institutions that were in a much stronger financial position. The University of Dundee was a significant outlier in this analysis and it was noted that the University attracted much higher levels of research income than other institutions of a similar size.

In drawing the discussion to a conclusion, the Chairperson noted that a wide range of views had been heard, not all of which were mutually compatible, and that therefore the Principal and the UEG would need to reflect on the different views in preparing a more detailed plan for presentation at the next meeting of Court as a stepping stone on the path to the production by the June meeting of the budget and financial projections for 2016/17 and beyond.

- The Court decided:**
- (i) to agree that the University should aim to budget for no larger than a £5m deficit in 2015/16 and that it should aim to contain budget projections to no more than a cumulative deficit of £10m over the next three years; and
 - (ii) otherwise, to note the report.

37. GOVERNANCE

(1) Governance & Nominations Committee

The Court received a report of the Committee's meeting on 25 January 2016 (**Appendix 3**). The Court approved the recommendation that Vice-Principals attend Court Committees and approved the proposed allocation of Vice-Principals to Committees. The Court also noted the update on the Higher

Education Governance (Scotland) Bill provided by the Director of Academic & Corporate Governance.

The Court decided: (i) to approve the recommendations relating to the attendance of Vice-Principals at Court Committees; and

(ii) otherwise, to note the report.

(2) Audit Committee Membership

The University Secretary informed Court that an interview had taken place on 8 February 2016 for a new Audit Committee member. The outcome of that interview process was that the panel was now recommending to Court that it appoint Mr Neil Menzies as a lay member of the Audit Committee for the remainder of the current academic year followed by three further years.

The Court decided: to approve the appointment of Mr Neil Menzies to the Audit Committee with immediate effect for the period to 31 July 2019.

(3) Statute 9 (The Court) and Statute 10 (The Senatus)

The Court received notification from the Director of Academic & Corporate Governance that the Privy Council had now formally approved recent amendments to both Statutes (**Appendix 4**).

The Court decided: to note the final text of the Statutes.

(4) Ordinance 20

The Court received a paper from the Director of Academic & Corporate Governance which sought approval for a minor amendment to Ordinance 20 (Graduates' Association), which would permit the annual meeting of the Graduates' Association to take place in May. Members were advised that Senate, for its part, had approved the change at its meeting on 3 February 2016.

The Court decided: to approve the amendment to Ordinance 20 (Graduates Association) with immediate effect in accordance with the terms of paragraph 16.2 of the Charter for cases identified as urgent (**Appendix 5**).

38. HUMAN RESOURCES COMMITTEE

The Court received the report from the meeting of the Human Resources Committee on 26 January 2016 (**Appendix 6**), and the Chair of Court highlighted the Committee's recommendation to approve the revised purpose and remit of the Committee.

The Court noted discussions on the re-engagement of staff who had previously taken Voluntary Severance (VS), suggesting that there had been occasions where staff members had been re-engaged on short term contracts to backfill roles which had been

discontinued. The University Secretary informed members that a full report would be submitted to the next Court meeting in April.

- The Court decided:**
- (i) to await the report on VS re-engagement;
 - (ii) to approve the revised purpose and remit of the Human Resources Committee; and
 - (iii) otherwise, to note the report.

39. REMUNERATION COMMITTEE

(1) Remuneration Committee

The Court received the report from the meeting of the Remuneration Committee held on 1 February 2016. The Court noted that the Committee had considered the University's Policy on Severance for Senior Staff, the Schedule of Delegation as well as pay awards approved by the University Executive Group (UEG). The Convener of the Remuneration Committee highlighted the work undertaken by the Vice-Principal (Academic Planning & Performance) and the Deans of Schools to develop a significantly improved nominations process, and thanked them for their contribution. Members discussed the diversity of awards and noted that, while low numbers of female staff had come forward, the percentage of awards made to female staff was higher than the proportion of women in the population eligible for consideration.

The Court decided: to note the report

(2) Senior Officers Report for 2014/15

The Court reviewed the annual remuneration report for senior officers in 2014/15.

The Court decided: to note the report.

40. UNIVERSITY STRATEGY TO 2017: KEY PERFORMANCE INDICATORS

(1) Research Strategy

The Court received a paper from the Vice-Principal (Research, Knowledge Exchange & Wider Impact) and the Director of Strategic Planning which outlined data on the performance indicators contained within the Research Strategy. The report highlighted performance over the last three years, performance against target and benchmarked performance compared to comparator institutions.

The Court decided: to note the report

(2) Estates strategy

The Court received a paper from the Director of Campus Services and the Director of Strategic Planning which outlined data on the performance indicators

associated with the Estate Strategy. The report highlighted performance for the last five years, performance against target and performance benchmarked against sector averages and comparator institutions.

The University Secretary highlighted the decline in the indicator relating to the condition of campus buildings and informed members that the greatly reduced availability of funding as a result of the cut in capital allocations from the SFC emphasized the need for the University to generate surpluses for investment and might lead to a need to revise of targets in the next few years to ensure they remained realistic.

The Court decided: to note the report

41. COMMUNICATIONS FROM THE SENATUS ACADEMICUS

The Court received a report from the meeting of Senate on 3 February 2016 (**Appendix 7**). Members noted the discussion around the financial sustainability of the University and the approval of the amendment to Ordinance 20 (Graduates' Association).

The Court decided: to note the report.

42. RESEARCH GOVERNANCE & POLICY SUB-COMMITTEE

The Court received the annual report from the Research Governance & Policy Sub-Committee.

The Court decided: to note the report

43. WELFARE AND ETHICAL USE OF ANIMALS COMMITTEE

The Court received a report from the meeting of the Welfare & Ethical Use of Animals Committee held on 13 January 2016 (**Appendix 8**).

The Court decided: to note the report.

44. RESERVED BUSINESS – STRICTLY CONFIDENTIAL

[Secretary's note: the University required members to treat the discussion and all papers for this item as strictly confidential and exempt from public disclosure and claimed the exemptions in S.30 and S.33 of the Freedom of Information (Scotland) Act 2002.]

Strategic Partnership Agreement

The Court received a report on a potential strategic partnership. Members discussed the paper and suggested that the next step taken should be a full risk assessment.

The Court decided: to note the report

APPENDIX 1

PRINCIPAL'S REPORT (Minute 35)

Governance

Legislation

Since the last meeting of Court in December, the Higher Education Governance (Scotland) Bill has passed Stage 1 of the legislative process and, by the time you read this, will have begun Stage 2, during which the Scottish Government and other MSPs are able to submit amendments for consideration by the Lead Committee, in this case the Education and Culture Committee (ECC). As part of its response to the Stage 1 report from the ECC, the Cabinet Secretary for Education & Lifelong Learning had given an indication of the areas where the Government was minded to submit amendments. The most notable of these would see the removal of sections from the draft bill which appeared to increase ministerial control and which therefore had given cause for concern that the Office for National Statistics might consider reclassifying universities in Scotland as Public Bodies with consequences for charitable status amongst other things. It is still not clear what knock-on issues there may be in respect of the overall composition of Court, given the plans to introduce trade union representation on Courts; for some institutions this may mean constructing Courts with greater than 25 members which would be in conflict with the current recommendations of the Scottish Code of Good HE Governance.

As I write this, there is an emerging picture about the actual content of the amendments from the Scottish Government. There will no doubt be a series of changes to these amendments, and there will in any case be other amendments from other MSPs for the Committee to consider. At the moment the shape of the amendments would appear to bring an increased degree of opacity to the different roles of Rector and Chairperson, where the Cabinet Secretary had indicated that she would not alter the role of Rector as it currently stands. There are also issues about universities being required to provide campaign funds for those selected as election candidates for the role of Chair of Court, as well as a requirement for universities to provide remuneration if requested by the successful candidate.

As I said, it's a changing picture, but if there is any greater clarity by the time of the Court meeting, I will of course bring members up to date. Universities Scotland is working hard to try and ensure that, whatever form the legislation takes, it is fit for purpose and meets the objective of leading to improved governance.

Privy Council

The University has now received the sealed Orders of Council for the changes to Statutes 9 and 10 that the Court itself approved in summer and autumn 2015. The Statute 9 changes encompassed amendments to the process for appointing the Chair of Court as well as creating the role of Deputy Chairperson; and Statute 10 addressed the changes to Senate following the University's restructuring. The University had received informal approval before Christmas, but it is good now to have the final approval, dated 25 January 2016. The final text of these Statutes as approved by the Privy Council are provided elsewhere on the agenda.

Rector

After submission of a single candidate nomination, I am happy to confirm that our new Rector is Mark Beaumont, the long distance cyclist who is also an honorary graduate of the University. Mark lives in Perthshire and I am sure he will be an excellent ambassador for the students as well as provide a worthy successor to the formidable rectorship of Brian Cox.

Scottish budget and financial sustainability

The University continues to await the indicative funding letter from the SFC, and so we are still unclear as to what extent our institution will be affected by the reduction in funding announced by the Deputy First Minister in December. Although the reduction at that time appeared to be around 3.3%, it is expected that the actual level of reduction to hit institutions will depend on the number of prior commitments of the SFC and to what degree remaining funding is allocated according to predetermined algorithms. The Research Excellence Grant (REG) seems likely to remain at flat cash, which is a positive outcome for us as we receive a higher proportion than the sector average.

As you will see from the Finance & Policy Committee report there was extensive debate around financial sustainability and the key drivers around income generation. We are forecasting that the University will perform according to budget this year but, as you will know from my presentation before Christmas, the following years will be extremely challenging with a likelihood of a series of deficit budgets. The University Executive Group has been actively considering how to manage the financial position in a way that will enable us to invest to grow. To

support and drive this the Vice-Principal (Academic Planning & Performance), Professor Beech, has been working closely with Deans. A more detailed paper setting out the outline thinking on the UEG's plans for a financial recovery are set out in a paper elsewhere on the agenda, and as a Court we need to consider this in some detail.

Student recruitment

There are tentative, positive signs around undergraduate uncontrolled RUK applications and overseas taught postgraduate applications. Both are currently seeing increases in applications (18% and 35% respectively), but of course the proof of the pudding will be in whether the conversion rate to actual matriculations improves. It should be added that the increase in postgraduate applications is not being seen at other institutions, which are themselves seeing reductions. It is of course difficult to know at this stage how this will play out, but the increased focus on conversion in Admissions & Student Recruitment and in the Schools should bear fruit in September.

Professor Sir Pete Downes
Principal & Vice-Chancellor

University Executive Group Meetings (UEG)

Since the last report to the Senate, the University Executive Group met on 2nd & 16th December 2015 and 13th & 27th January 2016 when the following matters were considered:

Corporate Issues

- Financial Position
- UK Government Spending Review
- Undergraduate Fees Policy
- 50th Anniversary Celebrations
- IMC: Project Management
- Audit Scotland Visit

Academic Management Issues

- e-Assessment Briefing
- Academic Probation & Academic Promotion
- International Conversion Campaign
- International Foundation Programme
- HEA Scotland: Institutional Membership
- Leverhulme Centre

Human Resources Issues

- Workload Allocation
- Expense Policy
- Health & Safety Compliance Report
- Staff Survey

News from Vice-Principals

Professor Nic Beech Vice-Principal (Academic Planning and Performance)

The restructuring established nine schools which have now been in place for six months. The deans were appointed as academic leaders to work with school executive teams (school managers and associate deans), and this structural change was envisaged as an enabling step for cultural development in which we seek to learn from best practice wherever it is found. The culture we aim to develop focuses on performance and innovation in line with the well-established values of the University. In order for this to work, individuals and groups need to be clear on their aims and how these contribute to a broader purpose, and we seek to achieve this by developing a culture of collaborative advantage.

Collaborative advantage is about achieving together what we would be less likely to achieve alone. Some excellent examples of collaboration were given at the recent Discovery Days which included: dentistry and nursing working in prisons, education and social work and social sciences using Minecraft to involve school pupils in thinking about the built environment, art and design and humanities developing a series of highly innovative joint undergraduate and postgraduate programmes, similarly life sciences and medicine developing integrated teaching programmes, science and engineering and dentistry working on research with impactful outcomes for patients with complex communication needs, and the highly inter-disciplinary work of the institute of medical sciences and technology. These initiatives, and many more, share the purpose of transforming lives through excellent academic work. The plan is to extend the collaborative approach as we plan future strategic developments across the University as these are often the projects that can tackle the complex and imbricated problems of the society of which we are part.

Professor Tim Newman Vice-Principal (Research, Knowledge Exchange & Wider Impact)

Work on research is being grouped around the four primary strategic themes of Quality, Sustainability, Impact and Learning. Initiating and overseeing a rigorous and transparent Annual Research Review for all Schools will help identify low quality research and instil a culture of excellence across the University. It is evident that there is an urgent need to improve both the governance and culture around sustainability in research, particularly in terms of small awards with low overheads, so measures are being put in place to drive the financial sustainability of high quality research. We are identifying and supporting future impact rich research to help prepare for the next REF as well as creating a University wide culture of excellence to significantly improve the RPG culture and encourage recruitment of fee paying students.

Over the next six months there will be several operational projects focusing on: the creation of a "University Research Office"; reviewing the schedule of delegation in relation to the approval of large grant proposals; the strategic appraisal of existing and nascent research centres; revision of the University's research webpages. A more detailed report on the developing research strategy will be presented to Court in due course.

Ms Wendy Alexander Vice-Principal (International)

During the visit of an Egyptian higher education delegation to the UK in January, the University of Dundee was one of 10 UK institutions to sign memoranda of understanding with the aim of building research and teaching links. The University signed an agreement with Alexandria University with an initial focus on developing links with the School of Dentistry and School of Nursing and Health Sciences.

Development of partnerships with China continues to be a priority and articulation agreements with strategic partners have been signed with the aim of developing research and teaching links in Art and Design, Life Sciences, Science and Engineering and Social Sciences.

The University of Dundee has been awarded two Chinese Government Scholarships for 2016/17 to support Dundee students studying in China for up to 12 months.

There were 41 students from the Kuwait based Diabetes Care, Education and Management programme who successfully graduated on 31 January 2016, (4 Certificate, 25 Diploma and 12 Masters). This is the second Graduation totalling 93 Graduates (23 Certificate, 44 Diploma, 26 Masters) on the three year programme since 2011 and a contract for 2016 was signed in December 2015. Dasman are currently going through a change of their Director General at the request of the Amir of Kuwait, and it is hoped a meeting will be arranged on the next visit.

Dundee named among world's 'most international' universities

The University of Dundee has been named among the world's 'most international' universities in a new global list compiled by the leading higher education journal, Times Higher Education.

Dundee is placed at 123rd in the Top 200 of the rankings. The University was also recently placed in the Top 200 of Times Higher Education's (THE) latest overall World University Rankings.

To compile the new table, THE examined the diversity of a university's student body and the extent to which its academics collaborate with international colleagues, to give a picture of how global an institution really is.

This latest ranking continues a notable run for the University, which as well as being ranked in the Top 200 World Universities by Times Higher Education is also currently Scottish University of the Year, as judged by The Times & Sunday Times Good University Guide and;

- Number one in Scotland – National Student Survey
- Number one in Scotland – Times Higher Education Student Experience Survey
- Number one in Scotland – Times Higher Education World Under-50
- Number one in Scotland – International Student Barometer

The full list of the most international universities can be viewed at <https://www.timeshighereducation.com/world-university-rankings/worlds-most-international-universities-2016>

Professor Karl Leydecker Vice-Principal (*Learning & Teaching*)

Widening Access

The Commission for Widening Access, led by Dame Ruth Silver, visited the University on 3 February 2016. They met a wide range of Access students, alumni, staff, UEG and DUSA Exec members, as well as visiting a local Secondary School. Dame Ruth highlighted that the fair, supported contextual approach pioneered by Dundee, provided a strong model for other HEIs to emulate and that the claim that Dundee led Scotland in this field was well founded.

Angela Constance, Cabinet Secretary for Education and Lifelong Learning, has accepted an invitation to visit the University in the coming months to hear about our progress in widening access and other achievements of the University.

FutureLearn

On 10 February 2016 the Chief Executive of FutureLearn, Simon Nelson, will be visiting the University to discuss the next steps of the development of our partnership. The University joined FutureLearn in 2014 and University's first two MOOCs on the platform were successfully delivered in autumn 2015:

[Antimicrobial Stewardship: Managing Antibiotic Resistance](#) (6 weeks)

[Identifying the Dead: Forensic Science and Human Identification](#) (6 weeks)

Plans are well advanced for repeat course runs, viz:

- **Antimicrobial Stewardship** will run again three times in 2016, the first repeat run commencing 8 February. There is also active interest and emerging support to translate this MOOC into Russian and Chinese.
- **Identifying the Dead** is expected to run again around the middle of the year.
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Plans for future courses include:

- [Compassionate Care: Getting it Right in Health and Social Care](#) (5 weeks) is now advertised on the FL site and will start on 31 October. This is the first of two MOOCs from the School of Nursing and Health Sciences under the umbrella of the Scottish Improvement Science Collaborating Centre (SISCC: <http://www.siscc.dundee.ac.uk/>) as part of a Health Foundation funded research project on education at scale to support quality improvement. A second MOOC on Reducing Health Inequalities will follow in due course.
- A 2 week MOOC on **Diabetes** is planned for later this year.
- A large Horizon 2020 Citizen Observatory Grant led by Drew Hemment (Art and Design) has built a FL MOOC into the fabric of the project to create a sustainable citizen platform and community to generate, share and utilise information on land, soil and water resource. This will include the validation of soil moisture detection from satellites.

Workload Allocation

The University Executive Group received and approved a report on Academic Workload Allocation from the Working Group chaired by the Vice-Principal (Learning & Teaching). The report identified some overarching principles for workload allocation for adoption by the whole university and made some detailed recommendations. Work is now being undertaken by Planning and Finance in consultation with Schools to build a model for use by all Schools in the University that will also be TRAC compliant. This will need to be thoroughly tested by Schools, but the intention is to migrate to the new system for 2016/17.

Major Grants and Awards

Professor A S Anderson (Medicine) £2,105 inc £2,105 overhead from NHS National Institute for Health Research for Football Fans in Training Follow Up (Joint with University of Glasgow)

J Ballie (Art & Design) £1,652 inc £1,652 overhead from Arts and Humanities Research Council for Dewey Organ: Making Problems and Publics (joint with Goldsmiths College)

Dr A E Bastida (Social Sciences) £91,739 inc £59,211 overhead from EC Horizon 2020 - Societies for STRategic Dialogue on Sustainable Raw Materials for Europe (STRADE) (Joint with Oeko Institute and Industrial Partners)

Professor C J Weijer (Life Sciences) £427,340 inc £172,451 overhead from Biotechnology and Biological Sciences Research Council for Epithelial Sheet Dynamics during Primitive Streak Formation as Active Matter (joint with University of Aberdeen)

Dr MD Witham (Medicine) £173,172 inc £19,990 overhead from NHS National Institute for Health Research for Does Oral Sodium Bicarbonate Therapy Improve Function and Quality of Life in Older Patients with Chronic Kidney Disease and Low-Grade Acidosis? A Multicentre Randomized Controlled Trial (BiCARB) (joint with NHS Tayside)

Professor T Kroll (Nursing & Health Sciences) £104,644 inc. £11,139 overhead from Chief Scientist Office for Dynamic Lycra Orthoses as an Adjunct to Upper Limb Rehabilitation After Stroke: A Feasibility Study (joint with Glasgow Caledonian University and NHS Tayside)

Dr H Dorfmueller (Life Sciences) £1,105,898 inc. £55,000 overhead from Wellcome Trust for Functional and Structural Studies of the Streptococcal Virulence Factor Group A Carbohydrate Biosynthesis Pathway (Sir Henry Dale Fellowship)

Professor D M F van Aalten (Life Sciences) £1,527,933 (£0 overhead) from Wellcome Trust for Molecular Mechanisms of O-GICNAC Signalling (Investigator award)

Dr A Saurin (Medicine) £787,872 (£0 overhead) from CRUK for Kinase-Phosphatase Coupling at the Kinetochore and the Maintenance of Chromosomal Stability (joint with University of Edinburgh)

Professor D G Hardie (Life Sciences) £297,818 (£0 overhead) from Cancer Research UK for AMP-Activated Protein Kinase - A Tumour Suppressor that Opposes the Metabolic Changes in Proliferating Cells (Programme Grant)

People and Prizes

In the 2016 New Year honours list:

Professor Annalu Waller, Chair of Human Communication Technologies in the School of Science & Engineering, has been awarded an OBE for her services to people with complex communication needs.

Mrs Vivienne McGuire, Bequest Secretary in the Centre for Anatomy and Human Identification (CAHID), has been awarded an MBE for her services to bequeathal in anatomy.

Professor Jill Belch, formerly Head of the Research Institute in the Medical School, Director of the Tayside Academic Health Science Centre (TASC) and co-Director of the Academic Health Science Partnership has been awarded an OBE for her services to medicine.

Further awards:

Dr Alessio Ciulli (Life Sciences) has been awarded the Capps Green Zomaya Memorial Award by the Royal Society of Chemistry. The award recognises outstanding work in medicinal or computational medicinal chemistry. School of Art & Design student **Beth Henderson** has been awarded a Goldsmith's Precious Metal Bursary Awards 2016. The Goldsmiths' Company's prestigious Precious Metal Bursaries support selected, final-year, undergraduate students to undertake their final year projects using precious materials.

The Great War Dundee (GWD) Commemorative Project, co-founded by **Dr Billy Kenefick** and **Dr Derek Patrick** (School of Humanities), has won the Stephen Fry Award for Excellence in Public Engagement with Research 2016. **Professor Lorraine van Blerk** (School of Social Sciences) has jointly won the Market Research Society's President's Medal for the impact of the research project Growing up on the Streets, that investigated the experiences of street children in Africa.

APPENDIX 2

FINANCE & POLICY COMMITTEE (Minute 36(1))

A meeting of the Committee was held on 25 January 2016.

Present: Mr KA Richmond (Convener), Principal Professor Sir Pete Downes, Deputy Principal Professor SM Black, Mr R Bowie, Mr IC Howie, Mr T Hustler (DUSA President), Ms J Marshall, Mr EF Sanderson and Professor M Scott.

In Attendance: Mr J Elliot, University Secretary; Vice-Principal (Learning & Teaching); Director of Academic & Corporate Governance; Director of Campus Services; Director of Finance; Head of Development (Minute 2 (1)); Deputy Director of Finance; Director of UoDIT (Minute 5); and Policy Officer (Corporate Governance)

1. MINUTES

Resolved: to approve the minutes of the meeting of 16 November 2016.

2. MATTERS ARISING

(1) Graham Pelton Report (Minute 2(1))

The Head of Development provided a progress report and invited comment on the prioritisation of individual projects. The Principal advised that the University Executive Group (UEG) was aligning the philanthropic development strategy to the overall institutional strategy.

Resolved: to note the update.

(2) Drug Discovery Unit (DDU) / CURE Update (Minute 2 (3))

The Committee received an update from the University Secretary in relation to the CURE Fund and noted that it was anticipated that a fuller report would be submitted to the next meeting on 21 March 2106.

The Secretary reported that the University had received £2.8m as a result of the consequences of Merck/MSD's acquisition of Iomet Pharma announced in January 2016. The University had been an early collaborator with Iomet, in recognition of which there had been agreement to provide a modest payout in the event of just such a buyout by another company. It was possible that there would be further smaller monies in the future from this agreement, depending on the company's research outcomes.

Resolved: to note the update.

(3) Credit Facility Update (Minute 2 (4))

The Director of Finance provided an update on the acquisition of a new credit facility. In doing so he informed the Committee that a first draft of the proposed borrowing agreement with the Bank of Scotland had been received and had been referred to the University lawyers for review. The covenants proposed by the Bank of Scotland had been received just prior to the meeting. These were still subject to discussion and financial modelling would be undertaken to ensure that the final covenants could be complied with. There would be a further update given to Court on 16 February 2016.

Resolved: to note the update.

(4) Student Accommodation (Minute 4)

The Committee was advised that the UEG was not yet in a position to provide detailed conclusions and recommendations about a future accommodation strategy to align with plans for increased

international student numbers but a report would be submitted to the next Finance & Policy Committee on 21 March 2016.

The Committee considered information detailing the breakdown of occupancy levels for DSV residences and HESA data reflecting the spread of accommodation types amongst the student body.

The Student President emphasised the importance of continued support for international students in subsequent years, and requested to be included in the current work stream being undertaken by UEG.

Resolved: (i) to include the Student President in the UEG accommodation work stream; and
(iii) to note the report.

3. UPDATE ON THREE YEAR FORECAST & BUDGET SETTING

The Director of Finance introduced a paper outlining the progress so far in the preparation of the budget for 2016/17 and the three year forecast. In doing so he advised that the planning and budget setting was necessarily still in its early stages and that the indicative funding letter from the Scottish Funding Council (SFC) had not yet been received but was expected in mid-February 2016.

The Deputy Director of Finance explained that the guidance provided for budget setting to Schools and Directorates was considerably more detailed this year which, it was hoped, would lead to a more focused first cut of the budget and financial forecast. The Committee discussed at length the various projections presented and were advised that funding cuts might be higher than the expected 3.3% that the Deputy First Minister had announced before Christmas, since they were dependent on how funds were allocated by the SFC. In response to questions, the Director confirmed that the existing forecasts included the additional 2% cost of National Insurance contributions, 2% additional USS pension costs and 2% pay inflation.

Members expressed their concern over the financial position, which they recognised without concerted effort through the budget-setting period could lead to a series of deficit budgets over the coming years. Members noted that the UEG was currently preparing a paper identifying a range of scenarios to address the issue and this would be presented to Court on 16 February 2016.

Resolved: to note the report.

4. MANAGEMENT ACCOUNTS – PERIOD 4&5

The Deputy Director of Finance presented the management accounts for the period to the end of December 2015. In doing so he advised that at the end of P5, the financial position had improved slightly by £130k to a forecast deficit for the year of £1,141k which would be expected to fall below £1million in P6. There was a reasonable expectation that the University's breakeven budget set in June 2015 would be achieved as a result of the ongoing work in Schools and Directorates.

The Committee thanked the Deputy Director for his comprehensive report and highlighted that the new narrative and reporting style represented a significant enhancement on previous reports.

Resolved: to note the accounts

5. IT NETWORK PROJECT AND FUNDING

The Director of UoDIT provided an update on the IT Network Project. In doing so he advised the Committee that the procurement process had attracted six bidders, and the contract had ultimately been awarded to Dell. The Director reminded members that currently the network was suffering from significant system failures resulting from an outdated system. The Committee heard that the cost of the upgrade through the contract with Dell would be £6million over a five year period for a leased purchase of equipment with an estimated seven to eight year life cycle. The majority of the work would be implemented by September 2016 with completion expected at the end of the year. This would mean the quarterly cost of the contract would be approximately £300k as opposed to the budgeted figure of £450k.

Resolved: satisfied that the project had come in considerably under budget and also that the work was essential to maintain a fit-for-purpose network, to recommend to Court that it approve the funding.

6. BUSINESS TRANSFORMATION

The Committee considered both a paper from the Director of Business Transformation, detailing the progress to date with the procurement process for the Integrated Business Solution (IBS), and the minutes of the IBS Governance Board held on 15 December 2015.

The University Secretary advised that the procurement phase was nearing completion and the successful supplier would be identified and a final proposal presented to the Finance and Policy Committee and Court in the June meeting cycle.

Key staffing would be required to support the implementation of the IBS, and the Committee was advised that the Director of Business Transformation was preparing job descriptions for recruitment within the budget allocated to the programme

The Secretary highlighted the fact that the current steering group was large and that the implementation stage would require frequent meetings to ensure strong oversight and delivery to time and budget. In light of this, it was suggested that a smaller group, as proposed, could be created if appropriate to ensure sufficient frequency of meetings and continuity of attendance.

Resolved: (i) to note the update; and
(ii) to note the minutes of the IBS Governance Board on 15 December 2015

7. ESTATES & BUILDINGS

(1) Update from the Director of Campus Services

The Director of Campus Services provided a report on building conditions. In doing so he highlighted that due to diminishing availability of capital funding there was an increased backlog of maintenance work now estimated at around £40million.

The Committee was asked to approve the Tower Cladding & Window Replacement Project subject to funding being available within the capital programme. The project would comprise refurbishment of the existing external facades, which would improve the thermal and air tightness performance of the building, and replacement of all windows with double glazed insulated units. The project costs were projected to be around £1,827,000 and the Convenor asked if the costs would be VAT exempt as it was for a Category B listed building. The Director of Finance assured the Committee that he would investigate this possibility

Resolved: (i) to note the report;
(ii) to recommend Court that it approve the project.

(1) Report on Estate Strategy

The Director of Campus Services provided a report on the Estate Strategy which focused KPIs and PIs on carbon footprint, energy saving and space utilisation. The Committee was advised that the carbon footprint and energy saving data now included the Ninewells campus and the new Discovery Centre and although the information provided showed an increase in usage, through the energy meter project it could be shown that other buildings were showing a reduction.

Resolved: to note the report

8. ENDOWMENTS SUB-COMMITTEE

The Committee received a report of the Sub-Committees meeting on 25 November 2015.

Resolved: to note the report

9. ADMISSIONS UPDATE

The Vice-Principal (Learning & Teaching) introduced a paper on admissions for 2016. The Committee heard that undergraduate (UG) applications, both RUK and MD40, had increased, taught postgraduate (TPG)

applications were showing tentative signs of recovery, and overseas applications in general were up by 35%. He also highlighted what appeared to be a correlation in the School of Life Sciences between poorer National Student Survey (NSS) results and reduced applications; this would suggest the impact that surveys could have on recruitment.

The Vice-Principal also advised members that a review of fees and scholarships would need to be undertaken as the current level of scholarships being awarded might prove unsustainable in the long run.

Resolved: to note the update

11. **ATTENDANCE AT COMMITTEES BY VICE-PRINCIPALS**

The University Secretary advised that the Governance & Nominations Committee had approved proposed attendance by Vice-Principals at Court Committees. The Vice-Principal (Academic Planning & Performance) would now also attend the Finance & Policy Committee alongside the Vice-Principal (Learning & Teaching).

Resolved: to note the update

12. **RECTORIAL ELECTION**

The Student President informed the Committee that, following the submission of a single nomination by the deadline, the new Rector of the University of Dundee had been declared as Mr Mark Beaumont, honorary graduate and record breaking long distance cyclist. The Committee noted its congratulations to Mr Beaumont.

APPENDIX 3

GOVERNANCE & NOMINATIONS COMMITTEE (Minute 37(1))

A meeting of the Committee was held on 25 January 2016.

Present: Mr EF Sanderson (Convener), Principal Professor Sir Pete Downes, Mr R Bint, Mr K Burns, Ms B Malone, Ms J Marshall and Professor M Scott.

In Attendance: University Secretary; Director of Academic & Corporate Governance; Policy Officer (Corporate Governance).

Apologies: Ms J Aitken.

1. MINUTES

Resolved: to approve the minutes of the meetings of 16 November 2016.

2. MATTERS ARISING

(1) Update on appointment of Chairperson of Court (Minute 2)

The University Secretary provided an update on the process to appoint a new Chairperson of Court. In doing so, he informed members that the shortlisting process had been undertaken and there were four candidates called to interview on 3 February 2016. The panel was intending to be in a position to make a recommendation on the appointment to Court at its meeting on 16 February 2016.

The Committee discussed the recruitment process and it was noted that there were no female candidates on the shortlist. The University Secretary advised members that this was not for want of trying on the part of Saxton Bampfylde, the external search agency, whom the panel had challenged hard on this particular issue. During discussion the Committee requested that Saxton Bampfylde provide feedback during the wash-up process on the process undertaken, and in particular how they had approached diversity in their search for potential candidates.

Resolved: to note the update.

(2) Statement of Diversity on Court (Minute 6)

The Committee reviewed data which officers had provided and which set out the diversity of the University's staff in terms of the following protected characteristics: age, ethnicity, gender and disability. The Committee had requested this to assist in its considerations around the diversity of Court and its committees. There was discussion about low proportion of female staff at Professorial levels, it being noted that the Athena Swan initiative was addressing this and that there had been an increase in female promotions in recent years. Members requested a more detailed breakdown of the data and noted that the Annual Staff Recruitment Report, prepared for the Human Resources Committee, could be submitted to the Committee in future.

Members discussed the need to improve the ethnic balance on Court and that future recruitment rounds for members should focus on encouraging applicants from ethnic backgrounds.

Resolved: to submit the HR annual recruitment report to the committee.

(3) Audit Committee Member (Minute 8(1))

The University Secretary advised members that from a set of two potential candidates, the convener of the Audit Committee and he had met one who, in their view showed an excellent range of experience and would be well suited to the position. An interview panel had been established with the interview scheduled for Monday 8 February 2016. The University Secretary would circulate the applicant's CV to the committee for review.

Resolved: to provide the applicant's CV for dissemination to Committee members.

(4) Academic Calendar (Minute 8(2))

The Director of Academic & Corporate Governance advised members that the Academic Calendar 2016/17 was currently being updated and would be extended to cover 15 months, to enable Court members to plan at least a full calendar year in advance.

Resolved: to note the update.

3. **HE GOVERNANCE BILL**

The Director of Academic & Corporate Governance provided an update on the progress of the Higher Education Governance (Scotland) Bill. The Stage 1 debate took place on 14 January 2015, which the Bill passed and would now proceed to Stage 2 where the Scottish Government and MSPs would be able to submit amendments for consideration. The Committee noted those areas where the Scottish Government had accepted feedback from stakeholders as well as the Parliament's Education and Culture Committee and intended to submit amendments. The Committee noted particularly the intention to remove clauses which would have increased ministerial control over universities and might have led to the reclassification of universities as public bodies by the Office for National Statistics (ONS).

The Committee was also advised that in setting out the areas where it intended to submit amendments, the Scottish Government had indicated that the appointment process for electing a Chair would be a two stage process involving, firstly, open advertisement for the role followed by interview and selection of electoral candidates by a nomination committee; and secondly an election by staff and students from shortlisted candidates.

The Convener reported that the Committee of Scottish Chairs (CSC) has prepared an open letter setting out their opposition to the proposals put forward in the Bill.

Resolved: to note the update

4. **RECTORIAL ELECTIONS**

The Director of Academic and Corporate Governance reported that, following the submission of a single nomination, the new Rector of the University of Dundee had been confirmed as Mark Beaumont, long distance cyclist and honorary graduate of the University.

Resolved: to note the appointment of Mark Beaumont as Rector, and record the Committee's congratulations.

5. **REGISTER OF INTERESTS**

Members enquired if all declarations of interests had been completed and submitted for the current academic year. The Director of Academic & Corporate Governance undertook to review this and report back to the next meeting.

Resolved: to note the update.

6. **VICE-PRINCIPALS ATTENDANCE ON COMMITTEES**

The Secretary sought the Committee's views on the proposed attendance of Vice-Principals at Court Committees as follows:

Wendy Alexander	Audit Committee
Nic Beech	Finance & Policy and Human Resources Committees
Karl Leydecker	Finance & Policy Committee
Tim Newman	Governance & Nominations

Resolved: to recommend that Vice-Principals attend those Committees as proposed.

APPENDIX 4

STATUTE 9 (The Court) AND STATUTE 10 (The Senatus) (Minute 37(3))

Statute 9 (The Court)

(1) The Court shall consist of the following persons, namely:

- (a) A Chairperson (in terms of paragraph (3) below)
- (b) A Deputy Chairperson, who shall also be the senior independent member, (in terms of paragraph (4) below)
- (c) The Principal or, in the absence of the Principal, a Vice-Principal
- (d) The Rector or an Assessor nominated by him or her, after consultation with the Students' Association, to serve throughout the Rector's term of office
- (e) The Lord Provost of Dundee City Council or an Assessor nominated by him or her to serve throughout the Lord Provost's term of office.
- (f) Two members of the Graduates' Association appointed by the Graduates' Association to be known as Graduates' Association Members.
- (g) Two Professors and two Readers, Senior Lecturers or Lecturers elected from among its members by the Senatus.
- (h) Two members of Academic Council elected by the Academic Council.
- (i) A member of non-academic staff elected by the non-academic staff.
- (j) The President of the Students' Association of the University.
- (k) A matriculated student of the University.
- (l) Seven other persons, not holding full-time appointments from Court, as may be co-opted by the Court.

Provided always that no matriculated full-time student of any university, other than the President of the Students' Association of the University of Dundee or the member appointed under sub-paragraph (k) of this paragraph, shall be a member of Court. Provided also that no full-time member of the staff of the University may serve as a nominated or elected Assessor or representative save as provided for under sub-paragraphs (g), (h) and (i) of this paragraph.

Provided further that no former member of staff of the University or former student of the University may serve on Court either as a Chairperson in terms of sub-paragraph (a), Deputy Chairperson in terms of sub-paragraph (b), an assessor in terms of sub-paragraphs (d) and (e), as a Graduates' Association Member in terms of sub-paragraph (f) or as a co-opted member in terms of sub-paragraph (l) of this paragraph until four years have elapsed from the point at which that person ceased to be a member of staff or a student of the University. This provision, however, shall not apply to any members serving on Court at the point at which it comes into force.

- (2) (a) The Chancellor of the University shall have the right to receive Court papers and to attend Court meetings, but shall not be a member of the Court and shall not be entitled to vote at Court meetings.
- (b) The Principal and the Rector shall hold office as long as they continue to occupy the positions named respectively.
- (c) The manner of appointment and period of office of the Graduates' Association Members of Court shall be as prescribed in the Ordinances.
- (d) The manner of election of the members of Court elected by the Senatus, by the Academic Council and by the non-academic staff and their respective periods of office shall be as prescribed in the Ordinances.

(e) The manner of identification and respective period of office of the student member appointed under sub-paragraph (k) of paragraph (1) shall be as prescribed in the Ordinances.

(f) Where, under sub-paragraph (d) of paragraph (1) above, the Rector elects not to hold office as a member of Court, but to appoint an Assessor, the Rector shall nevertheless retain the right to receive Court papers and attend Court meetings, but shall not be a member of Court and shall not be entitled to vote at Court meetings. An Assessor so nominated by the Rector shall hold office until the expiry of the term of office of the Rector by whom he or she was nominated and shall be eligible for further nomination, but shall not hold office continuously for a longer period than six years:

Provided always that on the expiry of a Rector's term of office any serving Assessor shall continue to be a member of the Court until a new Rector is elected and joins the Court as a member or nominates a new Assessor to hold office as a member of the Court in his or her place.

(g) A co-opted member shall hold office for a period of four years from the date of co-option and shall be eligible for further co-option, but shall not hold office continuously for a longer period than eight years.

(h) The maximum total continuous period of office of a member of Court serving under the terms of sub-paragraphs (b), (f) to (i) or (l) or as an assessor in terms of sub-paragraphs (d) or (e) of paragraph (1) above, or under a combination thereof, is eight years, subject to the terms of sub-paragraphs (i) and (k) below of this paragraph.

(i) Where a particular skill or expertise might otherwise be lost, the Court may exceptionally agree to extend by a maximum of two years the period of office of members serving under the terms of sub-paragraphs (b) or (l) or as an assessor in terms of sub-paragraphs (d) or (e) of paragraph (1) above. Graduates' Association Members of Court who have reached their maximum term of office in that category may, for the same reason, be co-opted for an additional maximum period of two years under the terms of sub-paragraph (l) of paragraph (1) above, if such a vacancy exists.

(j) On expiry of their maximum period of office on Court, members having served as an assessor, or as an appointed, elected or coopted member in terms of sub-paragraphs (a), (b), (d), (f), (i) or (l) of paragraph (1) above shall not be permitted to seek re-election, re-nomination or re-appointment in any category until a period of at least four years has elapsed from the date on which their membership ceases.

(k) Casual vacancies among the members of the Court shall be filled as soon as conveniently possible by the body which or person who appointed, nominated or elected the person whose place has become vacant, and the person appointed, nominated or elected to fill the vacancy shall begin a full term of office and shall be eligible for re-appointment, re-nomination or re-election in accordance with the relevant paragraphs of this Statute and respectively with the appropriate Ordinances.

Provided that where such an appointment begins at a time of year other than 1 August, for the purposes of regulating the length of the term of office it shall be deemed to have begun on 1 August preceding the actual appointment where this is before 1 February and on 1 August following the actual appointment where this is on or after 1 February.

(l) Any member of the Court, not being an ex officio member, may resign at any time by writing addressed to the Secretary.

(m) (i) The Court shall have the power after due investigation to remove the Chairperson or any other member of Court on the grounds of serious personal misconduct, abuse of the rights and privileges of membership of Court, bringing the University into disrepute, persistent absenteeism, medical incapacity or legal impediment.

(ii) When an investigation of the case for dismissal of a member of Court has been instigated the individual concerned shall be suspended from Court membership pending the outcome of the investigation and the Court's decision thereon.

(iii) In all proceedings under this paragraph the Court shall ensure that the requirements of human rights legislation are observed.

- (3) (a) A Chairperson of Court shall be appointed by the Court following an open advertising and recruitment process. Students or salaried members of staff of the University shall be ineligible to be appointed as Chairperson.

(b) The Chairperson so appointed shall begin a new term of office on the Court and shall hold office for a period of three years whereafter the Chairperson shall cease to be a member of the Court.

Provided always that the Chairperson shall be eligible for re-appointment but shall not serve continuously for more than six years in that office.

(c) Any vacancy created as a result of the appointment of a new Chairperson of Court shall be filled in accordance with either sub-paragraph (l) of paragraph (1) or sub-paragraph (k) of paragraph (2), as appropriate.

(d) The Chairperson shall preside over any meeting of the Court but in the absence of the Chairperson from a meeting of the Court or, in the event of the business of the Court making it inappropriate for the Chairperson to preside over any meeting or part thereof, the Deputy Chairperson shall preside over the meeting. In the absence of both the Chairperson and the Deputy Chairperson another member shall be elected from among its members who are not students or salaried staff of the University to preside over the meeting.

(e) The person presiding over any meeting of the Court shall have a deliberative vote and also a casting vote in case of equality.

- (4) (a) A Deputy Chairperson shall be appointed by the Court from amongst its members who are not students or salaried staff of the University in such a manner as shall be defined in Ordinance.

(b) The Deputy Chairperson shall be the senior independent member of Court. The duties of the Deputy Chairperson and of the role of the senior independent member shall be as set out in Ordinance.

(c) The Deputy Chairperson so appointed shall begin a new term of office on the Court, shall hold office for a period of four years and shall be eligible for re-appointment.

Provided always that the person so appointed may not exceed the maximum total continuous period of office on Court as set out in sub-paragraph (h) of paragraph (2) except as a result of an extension in terms of sub-paragraph (i) of the same paragraph.

(d) The vacancy created as a result of the appointment of a Deputy Chairperson of Court shall be filled in accordance with either sub-paragraph (l) or paragraph (1) or sub-paragraph (k) of paragraph (2), as appropriate.

- (5) Seven members of the Court shall constitute a quorum. In the absence of a quorum, no business shall be transacted other than the adjournment of the meeting. At the adjourned meeting, the business for which the original meeting was called may be completed in the absence of a quorum. The manner of summoning the adjourned meeting and the period of notice to be given shall be prescribed in the Regulations.
- (6) Subject to the provisions of the Charter and these Statutes, the powers and functions of the Court shall, in addition to all other powers vested in it by the Charter and these Statutes, include the following:

[...]

Statute 10 (The Senate)

- (1) The Senatus shall consist of the following persons, namely:

- (a) The Principal
- (b) The Vice-Principals, if any
- (c) Deans of the Schools
- (d) Two members of Academic Council elected by the Council
- (e) The President and all student sabbatical officers of the Students Association
- (f) Such other student representatives as the Court, on the recommendation of the Senatus, may from time to time determine.

- (g) The Students' Assessors, if any, who shall be appointed in accordance with such procedures, and who shall hold office for such period and on such terms, as may be prescribed by Ordinance
- (h) A minimum number of twenty-seven Professors, Readers, Senior Lecturers and Lecturers who shall be elected in accordance with such procedures, and who shall hold office for such period and on such conditions, as may be prescribed by Ordinance.

Provided always that not less than one third of the total number shall be Professors and that not less than one third of the total number shall be Readers, Senior Lecturers and Lecturers

- (i) Such other Professors, Readers, Senior Lecturers, Lecturers and officers of the University as the Court, on the recommendation of the Senatus, may from time to time determine and who shall hold office for such period and on such conditions as the Court shall decide.
- (2) (a) In the absence of the Principal, a Vice-Principal, if any, shall preside at any meeting of the Senatus, and in the absence of the Principal and Vice-Principals, if any, the Dean who is most senior in order of precedence among the Deans present shall preside.
- (b) The person presiding at any meeting of the Senatus shall have a deliberative vote and also a casting vote in case of equality.

[...]

APPENDIX 5

AMENDMENT TO ORDINANCE 20 (GRADUATES' ASSOCIATION) (Minute 37(4))

Current Ordinance 20, Paragraph 1:

The annual meeting of the Graduates' Association shall be held **during March or April** on a date approved by the Business Committee. [...]

Proposed Amendment to Ordinance 20, Paragraph 1:

The annual meeting of the Graduates' Association shall be held **during March, April or May** on a date approved by the Business Committee. [...]

APPENDIX 6

HUMAN RESOURCES COMMITTEE (Minute 38)

A meeting of the committee was held on 26 January 2016.

Present: Ms S Campbell (Convener), Dr WG Boyd, Dr A Reeves, Mr D Ritchie, Mr S Cross, Mr D Taylor,

In Attendance: University Secretary; Director of Organisational Change; Vice Principal (Learning and Teaching); Acting Deputy Director of Human Resources & Organisational Development; Policy Officer

Apologies: Professor T Kelly, Ms K Reid, Mrs J Strachan

1. MINUTES

Resolved: to approve the minutes of the meeting held on 29 September 2016.

2. MATTERS ARISING

(1) College of Arts and Social Sciences project (Minute 3(1)(iii) and (3))

The Director of Organisational Change informed the Committee that the project had now come to a conclusion, achieving £1.1million savings, which was just short of the targeted £1.2million. There remained six cases to be resolved due to varying circumstances around contractual changes and health related issues of which two remain outstanding.

Resolved: to note the update and that this project had now come to an end, with the individual issues being followed up on a one-to-one basis.

(2) Creation of an Establishment model (Minute 3 (2))

The Director of Organisational Change reported that the current method for agreeing an Establishment model is through the budget setting process, which did not lend itself to monitoring fluctuations or movements between posts over time. It was agreed that as HR would be the first service area to implement the new Integrated Business System (IBS), there would be no further development work undertaken on the current HR system.

Members discussed the current approval processes for staff recruitment and requested further clarification on the mechanisms in place for approval. In response the Director of Organisational Change advised the Committee that there were clearly defined processes around post approval and these would be circulated to the Committee for information.

Committee members expressed concern around the re-employment of employees who had previously taken Voluntary Severance (VS). The Vice Principal (Learning & Teaching) requested a report be compiled to investigate which members of staff had taken VS and had subsequently been re-employed.

Resolved:

- (i) to circulate the post approvals process to the Committee; and
- (ii) to provide a report on staff who have been re-employed since taking VS; otherwise
- (iii) to note the update.

(3) Staff Survey (Minute 3(4))

The Director of Organisational Change gave an update on the status of the Staff Survey. In doing so she reported that a draft report had been received and the final version was now awaited. The Director advised that work would be undertaken in conjunction with Capita to ensure information was disseminated to all constituents in the best way. A small steering group would be created to compare the results to previous years and also against HE benchmarks, the results of which would be presented to Court in April 2016. It was agreed an exceptional HR Committee be scheduled before Court in April to review the information.

Resolved: (i) to identify a date for an exceptional HR Committee;
(ii) to note the update.

(4) Equality and Diversity (Minute 6(1))

The Director of Organisational Change presented the proposal on the restructuring of the Equality and Diversity Function. In doing so she highlighted the four main proposals and advised that UEG would make the final decision.

Resolved: to note the report.

3. **PURPOSE AND REMIT OF HUMAN RESOURCES COMMITTEE**(1) Proposed Remit

The Director for Organisational Change introduced the proposed remit of the HR Committee (annex). In doing so she clarified that the Committee's main purpose was to maintain an overview of effectiveness. The Committee discussed the remit and asked that the link to Court be reflected more clearly and for a number of other points to be included.

Resolved: (i) to update the remit with comments suggested by the Committee and to reflect the connection to Court;
(ii) to note proposal.

(2) People Strategy / University Strategy to 2017

In reviewing the proposed remit of the HR Committee, the Committee considered the People strategy and suggested additions covering People Risk Register (PRR) and Health and Safety (H&S).

Resolved: to recommend further PI's around PRR and H&S.

4. **HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT**(1) Update on Organisational Change and HR Strategic Initiatives

The Director of Organisational Change introduced a paper which identified future projects to support the next stage of the University's transformation. In doing so she highlighted the success of the three leadership development programmes, which had been well received and promoted a more collegiate way of working. The Director advised the Committee that this initiative would continue and external involvement be reduced in order to use the expertise within the University.

The Committee considered the paper and in doing so members discussed the requirement to provide strong support mechanisms for staff. The Director of Organisational Change assured members there were mechanisms in place to provide support where needed.

The Committee discussed the requirement to build on the success of and complement the Leadership programmes by way of driving the focus towards the management of performance as an institution as Schools' develop and implement their strategies.

The Committee thanked the Director for the comprehensive report and acknowledged the amount of progress which had been made in such a short amount of time.

Resolved: to note the report.

(2) Overview of current University Staffing

The Committee considered the report which detailed current staffing levels, staff turnover and age profile and in doing so held extensive discussion around the data provided and in doing so requested that future reports have a more comprehensive display of data and be accompanied by a narrative report.

The Director of Organisational Change reported that Human Resources (HR) systems had created a new dashboard interface which enabled a more simplified way to extract information; and offered individual access to all members of the Committee.

Resolved: to note the report.

(3) Policy Development

The Committee considered the summary report of key changes to promotion and probation processes following restructure, and in doing so agreed that any changes or developments at policy level should be presented to the Committee with procedural changes provided upon request.

(4) Local Joint Consultative Arrangements

The Director Organisational Change reported on the proposals made to Trade Unions for future Local Joint Committee (LJC) meetings, in doing so she requested the Committee's approval to move towards one LJC meeting for all three Unions. The Committee was informed that in terms of transformation this would be a modernising approach, which would provide greater efficiency of time and resource. The Director reported that no formal reply had been received from the Trade Unions since the proposal was issued in September 2015.

Resolved: to approve the proposal for one LJC

5. ANNUAL REPORTS

(1) Annual Report (2014-15) from Organisational and Professional Development

The Committee considered the Annual Report and noted the courses provided were well received, however, it also reflected a significant percentage of non-attendance. In discussion the Committee suggested that line managers should be advised of staff non-attendance.

Resolved: to note the report.

(2) Annual Accident Report (2015) from Safety Service

The Committee considered the Annual Accident Report and noted that the reported incidents were broadly the same as last year and were low compared to other institutes. Members requested that the Committee receive a more narrative report in the future and commended the work of the Director of Safety Services and Safety Services in the implementation of the Health and Safety advisor group.

Resolved: to note the report.

6. MINUTES

- (1) Minutes of the Health, Safety and Welfare Committee held 9 January 2016

Resolved: to approve the minutes.

- (2) Minutes of the Equality and Diversity Committee held 8 October 2015

Resolved: to approve the minutes.

- (3) Draft minutes of the University/UNISON Joint Committee held on 17 September 2015

Resolved: to approve the minutes.

- (4) Draft minutes of the University/UNITE Joint Committee held on 17 September 2015

Resolved: to approve the minutes.

- (5) Draft minutes of the DUCU Joint Committee meeting held on 25 September 2015

Resolved: to approve the minutes.

The Committee acknowledged the use of cover sheets for minutes as good practice and requested that this be implemented for future reports.

Resolved: to request cover sheets attached to future reports.

7. COMMITTEE MEMBERSHIP

The Convener advised members that this would be the Vice-Principal (Learning & Teaching) last meeting and thanked him for his attendance and contribution.

Remit of the Human Resources Committee

At the meeting of the Human Resources Committee on 29 September 2015 it was agreed that the remit of the Committee and the current terms of reference should be reviewed and updated.

The current remit of the Human Resources Committee is:

To maintain and review a human resources strategy for the University in support of the institution's wider objectives and to promote staff welfare.

- To develop, implement and review principles, policies and procedures on all personnel-related matters for all staff employed by the University, and to ensure that these comply with the requirements of relevant employment legislation;
- to monitor and review all health and safety arrangements within the University affecting staff, students and visitors and to advise the Court on statutory and other requirements relating to its responsibilities for health and safety;
- to monitor and evaluate the University's staff development policies and to promote relevant developmental opportunities for staff;
- to sustain and evaluate an equal opportunities policy for the University and to sponsor programmes of action in support of the policy;
- to oversee the staff consultative process with the recognised trade unions and to advise the Court accordingly.

Proposed purpose and remit of the Human Resources Committee:

Purpose

On behalf of Court, to maintain an overview of the effectiveness of the University's People Strategy and policy framework, ensuring that the People Strategy is consistent with and supports the University's mission, vision, values and strategy;

Remit

- to review the progress and impact of the People strategy in helping to deliver the University's strategic objectives;
- through agreed performance indicators, monitor the implementation, effectiveness and relevance of the People Strategy;
- to consider and evaluate the implications of significant workforce trends within the sector and more widely to ensure that the People strategy continues to be fit for purpose and reflects best practice;
- to review on a regular basis the staffing profile of the University, report on trends and monitor against key HR metrics/analytics both internal and external;
- to review and evaluate identified risks relating to staff and ensure that mitigation is in place against these risks;
- to approve the development and implementation of key HR policies and procedures including those relating to Equality & Diversity, Health and Safety, Staff Development, Promotion/Grading and performance;
- to monitor compliance with the legal and regulatory framework for HR, Equality & Diversity and Health & Safety, consider and assess associated risks and to endorse the arrangements in place to ensure compliance;
- to ensure that the University's joint consultative arrangements are appropriate and effective and consider reports as appropriate;
- to keep under review arrangements for monitoring staff attitudes, opinions and well-being; oversee the implementation of actions arising to ensure delivery and the monitoring of outcomes.
- to monitor and review a staff risk retention register

APPENDIX 7

COMMUNICATION FROM THE SENATUS ACADEMICUS (Minute 41)

Meeting of 3 February 2016

1. **PRINCIPAL'S REPORT**

The Senatus received a report from the Principal on issues arising from the most recent meetings of the University Executive Group (UEG).

The Vice-Principal in the chair introduced the report and explained that the full institutional impact of the cuts to higher education funding announced by the Scottish Government in December 2015 would be clarified in the near future by the Indicative Main Grant letter from the Scottish Funding Council.

Senate was warned to expect a reduction in Main Grant funding in excess of the overall cut of 3.3% announced for the sector. The Vice-Principal explained that the reduction would add a further burden to the University's financial recovery plans and would necessitate the setting of very challenging targets for cost reduction and growth of unregulated income.

The Vice-Principal announced details of the targets proposed by the University Executive Group that would limit the budget deficit to a cumulative maximum of £10 million over the next three academic years. He explained that the University Executive Group had taken the view that this target would only be achievable if the deficit was held at £5 million for academic year 2016-17. Senate noted that this period would coincide with significant increases in costs for the University caused by additional National Insurance and pension liabilities.

The Vice-Principal reported that the Principal had met with representatives of the campus unions before Christmas to discuss the increasingly difficult financial challenges facing the University, and would be meeting Campus unions again on 9 February. There will be a paper to the University Court meeting on 16 February, after which one of the quarterly Collective Consultation meetings will take place on 23 February, which will provide an opportunity to update the unions on the outcome of the Court meeting. He also outlined the commitment given by the Principal to maintain regular communication with staff and their representatives, and to avoid compulsory redundancies if at all possible. The Senate was reminded that there is a Redundancy Avoidance Agreement in place which the University will adhere to.

The Vice-Principal explained that the University had struggled to achieve financial sustainability over a number of years, limiting its ability to invest, and that all parts of the University would need to play their part in addressing the structural deficit by meeting very challenging targets for cost control and income generation.

In response to questions from members, the Vice-Principal set out the next steps for the University's financial recovery plan. Senate noted that communication with staff over these issues would be led by Deans and Directors feeding back to the Schools and Directorates and that the financial target setting methodology was the subject of on-going development by members of UEG. The Vice-Principal emphasised that targets would be established on a fair, rational and transparent basis and clearly linked to opportunities for strategic investment.

Members reported a growing concern of staff about the implications of an unsustainable budget deficit and suggested that it might be useful to set out the parameters of the University's approach to financial recovery, especially in relation to staff numbers and the academic footprint.

Senate noted that the SFC Indicative Main Grant notification should be received by the University in time for the Principal's Question Time session planned for 2 March 2016, providing an opportunity for staff to discuss the University's financial situation with a clearer understanding of the challenges ahead.

EU Membership Referendum

Senate welcomed the proposal for a University sponsored panel event in advance of the EU Membership referendum but agreed that staff from all disciplines should be given the opportunity to participate in its development. The Vice-Principal in the chair undertook to raise the latter issue with the Principal and the Director of External Relations.

The Senatus decided: to note the Principal's Report.

2. UNIVERSITY COURT

The Senatus received a communication from the Court meeting held on 1 December 2015.

The Senatus decided: to note the report.

3. INTERNATIONALISATION COMMITTEE

The Senatus received a report from the Internationalisation Committee meeting of 15 December 2015.

In the context of Senate's discussion on University finances the Vice-Principal (Internationalisation) reported on international student recruitment. Senate noted that although income had increased by 10% in the year to date the number of international students had fallen over the same period and that the increased income was due to higher overseas tuition fee levels. The Vice-Principal explained that the challenging targets set for increased income from unregulated tuition fees could not be met by increased prices in 2016/17 and could only be achieved by significant increases in overseas student numbers at the University.

Senate noted that the global economic situation, and falling oil prices in particular, had led to a significant decrease in overseas PG student numbers in some areas.

The Vice-Principal acknowledged that the target of an 8% increase in overseas student numbers in 2016/17 and a further 16% increase in 2017/18 represented a significant challenge but argued that the targets were achievable, especially given the considerable room for growth at undergraduate level, supported by a strong foundation-level partnership.

The Senatus decided: to approve the report.

4. RESEARCH & KNOWLEDGE EXCHANGE COMMITTEE

The Senatus received a report from the Research & Knowledge Exchange Committee meeting of 12 January 2016.

The Vice-Principal (Research, Knowledge Exchange & Wider Impact) introduced both the Report from the most recent meeting of the Research & Knowledge Exchange Committee and the annual report on Research Strategy Performance Indicators.

On the Research Strategy report, the Vice-Principal reflected that there appeared to be room for improvement in many of the performance indicators. He noted that the recent University restructuring had provided a clear opportunity to improve performance in this area by building on cultural changes to deliver high quality and sustainable research in a very challenging financial context. He reported that since taking up the role of Vice-Principal he had observed many reasons for optimism and that the research community remained open and engaged although realistic about the scale of the challenges faced by the University.

The Vice-Principal outlined his main priorities for the development of the University's research strategy and focused on (i) quality, (ii) sustainability, (iii) impact and interdisciplinarity and (iv) the interface with other University activities in learning, teaching and internationalisation.

The Vice-Principal emphasised the need to rebalance the University's research portfolio to ensure sustainability without compromising on quality. He acknowledged that this would require cultural change and a strong collective will to cease support for research activity that did not meet the highest standards. He agreed with the suggestion from members that the process of transition would be difficult for many but argued that the structural problems in the University's research economy had to be challenged to ensure institutional viability.

The Vice-Principal reported on the discussions at the previous Research & Knowledge Exchange Committee meeting on how best to implement an annual review of research quality, how to coordinate the University's research management resources, how to regulate the role of research centres in the University and how to realise the potential of existing research degree capacity in support of both the University's financial recovery and its strategic ambitions.

In response to a question, the Vice-Principal gave further details of the Committee's discussions on the proposed Annual Research Review (ARR). He explained that the relationship between ARR and the existing Objective Setting & Review (OSAR) process had been a focus for the discussions and noted that although the ARR was intended to be independent from OSAR the Committee had concluded that this might not be practical in some areas and that the existing OSAR for research staff in the School of Life Sciences already included many aspects of the proposed Annual Research Review.

The Senatus decided: to approve the report.

5. LEARNING & TEACHING COMMITTEE

The Senatus received a report from the Learning & Teaching Committee meeting of 18 January 2016.

The Vice-Principal in the Chair introduced the report and highlighted the successful visit of the Commission on Widening Access and praised the excellent and influential work carried out in many parts of the University to support the widening access agenda.

The Vice-Principal also announced the upcoming visit on 10 February of the Chief Executive Officer of FutureLearn to the University to discuss the development of open online courses.

In response to a question the Vice-Principal outlined the Scottish HE sector response to the consultation exercise undertaken by the UK Government on the proposals for a Teaching Excellence Framework. Senate noted that Universities Scotland intended to ensure that the Scottish perspective on developments continued to be taken into account by UK policy makers

The Vice-Principal also drew the attention of Senate to the ongoing discussions on the future of the Higher Education Academy (HEA) and noted that the University would want to keep a close eye on developments given the important role played by HEA in professional development frameworks in particular.

The Senatus decided: to approve the report.

6. QUALITY & ACADEMIC STANDARDS COMMITTEE

The Senatus received a report from the Quality & Academic Standards Committee meeting of 30 November 2015.

The Director of Quality and Academic standards introduced the report. In response to a question, Senate discussed the implementation of the new reporting scale as part of the revised University Assessment Policy introduced at the beginning of Semester 1 2015/16.

Some members were concerned that another set of revisions to the Reporting Scale might be under development. Others reported on the potential for confusion and inconsistency in the applying the new scale in different parts of the University.

The Vice-Principal in the Chair noted that a review of the new assessment policy would take place after the May/June exam boards had concluded. He explained that it might be necessary to make minor changes in response to feedback on implementation, especially in relation to the pass mark for taught postgraduate programmes.

The Vice-Principal praised the work of the new Committee and noted that it provided a consistent institutional oversight of quality that enabled the University to scrutinise its academic programmes in a coherent way.

The Senatus decided: to approve the report.

7. SUMMARY REPORTS OF SCHOOL BOARDS

The Senatus received the summary reports below.

Senate discussed the format of School Board reports in the new structure and acknowledged the need for brevity given the number of schools needing to report. Members welcomed the idea of summary reports but felt that the quality and consistency of the reports submitted fell short of the standards needed to allow clear and accessible flow of information.

Senate agreed that to ensure effective communication and accountability the Summary Reports needed to be consistent in content, depth and focus and asked for the matter to be referred to the relevant officers for action. It was also agreed to review whether, and if so when, student names should appear in Senate papers.

Education & Social Work

The Dean highlighted School Board discussions on finances, workload management and gender equality issues.

Life Sciences

Senate offered its congratulations to the School on the recent accreditation of its undergraduate degree programmes by the Royal Society of Biology.

Dentistry

The Dean reported on the School's plans to celebrate its 100th anniversary during 2016.

Medicine

The Dean highlighted the plans to develop an NHS campus at Ninewells Hospital that would provide many benefits for the School. He also noted the recent award of an OBE to Professor Belch and Senate offered its congratulations.

Social Sciences

The Dean introduced the School Board Summary report by reflecting on the ongoing development of interactions between the various structures within the new School. He noted in particular School Board's willingness to engage with the Athena Swan agenda.

The Dean reported that many staff within the School were concerned that there had been no final report on the Excellence Review that had taken place in the previous College of Arts and Social Sciences, and had approached the Vice-Principal Academic Planning and Performance and the Director of Strategic Change to request that such a report be provided.

Science & Engineering

The School representative reported that the School Board had discussed financial issues and the needed to develop programmes to attract rest of UK and international students. The School also highlighted the £10m funding from Leverhulme to CAHId to support research in forensic science. The School also congratulated Vivienne McGuire and Professor Annalu Waller on their awards of an MBE and an OBE, respectively, in the New Year Honours List.

Art & Design

The School representative highlighted some problems with admissions processes and ongoing concerns over the condition of the School's buildings. The School also reported on its focus on income generation and had welcomed a number of overhead-bearing research awards to fund research within the School.

Nursing & Health Sciences

The Dean reported on preparations for the research symposium to be held jointly with the Schools of Dentistry and Medicine, the establishment of the Centre for Health Research and the School Board's focus on the financial challenges ahead. The Dean also welcomed the possibility of dialogue with the Vice-Principal (Research and Knowledge Exchange) on the purpose and governance of research centres.

Humanities

The School representative highlighted concerns over admissions processes and the role of school staff in supporting this activity. The School also reported plans to expand its provision for part-time students and to increase the number of part-time students in the MA programme.

The Senatus decided: to approve the reports.

8. **GRADUATION TIMETABLE 2016**

The Senatus noted the following draft timetable for Academic Ceremonies (Graduation) Summer 2016:

Date	School	School
10am, Wed 22nd June	SESW	School of Education and Social Work
	SHUM	School of Humanities
2.30pm Wed 22nd June	SNHS	School of Nursing and Health Sciences
	SDAD	School of Art and Design
10am Thur 23rd June	SSOC (UG)	School of Social Sciences (Undergraduate Awards)
2.30pm Thu 23rd June	SLSC	School of Life Sciences
	SSOC (PG)	School of Social Sciences (Postgraduate Awards)
10am, Friday 24th June	SDEN	School of Dentistry
	SSEN	School of Science and Engineering
2.30pm, Friday 24th June	SMED	School of Medicine

9. **DUSA ELECTIONS**

The Senatus noted the following dates for DUSA elections:

Online nominations close:	19 Feb 2016
Start of Campaigning/Candidates' Briefing:	26 Feb 2016
Election Dates (voting):	9-11 March 2016
Results:	11 March 2016

10. **RECTORIAL ELECTION**

The Senatus noted the outcome of the recent Rectorial election:

Mark Beaumont was elected unopposed as Rector of the University on Monday 25 January 2016 for the usual 3 year term.

11. **ORDINANCE 20 - AMENDMENT**

The Senatus received a proposed amendment to Ordinance 20, paragraph 1 to allow the Graduates' Association Annual Meeting to take place, optionally, in May each year:

The annual meeting of the Graduates' Association shall be held during March, April or May on a date approved by the Business Committee. Other meetings may be called by direction of the Chairperson, by the direction of the Business Committee or on the requisition in writing of at least fifty members.

The Senatus decided: to endorse to the Court the proposed amendment.

APPENDIX 8

WELFARE AND ETHICAL USE OF ANIMALS COMMITTEE (Minute 43)

A meeting of the Committee was held on 13 January 2016

Present: Convener, Director of Biological Services (DBS), University Veterinary Surgeon (UVS), three NACWOs, two holders of Home Office licences and six other members

In attendance: Secretary to the DBS, one animal care technician, one representative from University Campus Services (for item 3) and one representative from another University

1. MINUTES OF LAST MEETING

The minutes of the meeting held on 21 October 2015 were approved.

2. MATTERS ARISING

(1) Reporting of Animal Welfare Concerns

The Committee received an update on the University's revised whistle-blowing policy and agreed that the local processes for dealing with welfare concerns will have to be closely integrated with this. The UVS undertook to provide example policies from the NHS and the Institute of Animal Technology.

(2) Investigation into an adverse welfare event

Discussion of a confidential report was delayed to the end of the meeting (see below), to allow those in attendance to leave beforehand.

(3) Scientific and student membership of the Committee

The Committee endorsed the proposal to reduce the formal scientific membership of the Committee to two and to recruit at least one postgraduate student member.

(4) Retrospective review of projects

The Committee agreed to trial a template report form designed for this purpose. The representative from another University offered to send the template used by the Home Office when retrospective reviews have to be carried out by an inspector.

- Resolved:**
- (i) to ensure that the local reporting template matched that used by the Home Office, where it appeared logical to do so;
 - (ii) to request reports from holders of project licences due to expire in the next year;
 - (iii) to make any adjustments to the template as are found necessary once it is in use.

3. RESOURCE UNIT INFRASTRUCTURE

The Committee discussed the inherent difficulties in managing the risks associated with the operation of complex environmental plant in cases where the University is not authorised to carry out inspections, preventive maintenance or repairs itself.

Resolved: the DBS to prepare outline alternative plans for facilities that fall into this category and to submit them to Campus Services for cost estimates.

4. **CODE OF PRACTICE FOR THE USE OF ANIMALS IN TEACHING AND RESEARCH**

The Committee considered a draft amended document. It endorsed the explicit statement that failure to comply with the terms of the Code of Practice could result in disciplinary proceedings being initiated against members of the University. It requested a number of additional changes and clarifications to other sections of the text.

Resolved: (i) the DBS to incorporate the further changes into the Code of Practice and to circulate it to the Committee by email;

(ii) the final version to be sent to the University Court for formal notice and approval.

5. **REPORT FROM THE UNIVERSITY VETERINARY SURGEON (UVS)**

This is a standing agenda item (SAI). The Committee welcomed the new UVS to her first meeting. She explained that her remit included compliance checking and oversight of training. She was reviewing the most recent one hundred study plans and had encountered several instances of apparent non-compliance. Most of these had been discovered to be the result of poor documentation, with the real rate of legal non-compliance likely to be much lower. Nevertheless, she had asked some project licence-holders to report issues to the Home Office inspector and to prepare amendments to their licences to prevent future non-compliance.

The UVS considered the submission of study plans that are compliant and contain all the necessary information for the scientists, resource unit staff and the UVS to collaborate in ensuring the best possible outcomes to be a very high priority for refresher training. She planned to conduct refresher seminars for project licence-holders at about six-monthly intervals. The Committee agreed that attendance at least one event every two years should be mandatory, and written into the Code of Practice for the Use of Animals in Teaching and Research.

6. **CONCORDAT ON OPENNESS ON ANIMAL RESEARCH IN THE UK**

(SAI) The Committee noted that annual numbers of animals used are now to be reported in the public policy statement. It agreed to publish the non-technical summaries of NEW project licence applications (verbatim) on a University web site and to continue to monitor the minutes of its own meetings for suitability for publication.

7. **TRAINING**

(SAI) The Committee agreed that CPD for project licence-holders is a high priority (see the UVS report above). Training in completing study plans correctly and sufficiently completely in order to comply with the ARRIVE guidelines for publication will also be necessary.

8. **REPORT FROM THE DIRECTOR OF BIOLOGICAL SERVICES**

(SAI) The DBS reported that nearly all the "active" personal licences had been converted to the new electronic format. The DBS and UVS will be attending a workshop on the eventual transition of project licences to an electronic system.

[Data retrieved after the meeting] Since the last meeting, one application from a project licence to authorise a continuing programme of work had been approved by email. Three applications for amendment to existing project licences had been reviewed, two by the full Committee and one on the fast-track procedure. Forty-nine study plans had been submitted and reviewed by the UVS and DBS.

9. **ADVERSE WELFARE EFFECT**

A confidential University report (made available to members of the Committee only) into an adverse effect and the inadequate documentation that lay behind it was discussed. The Committee endorsed all the recommendations of the report, in particular the need for further training for licence-holders as to the legally required lines of communication (whether or not these align with research group structures). The

Committee regarded the failings as being serious and proposed that a senior officer of the University should underline this to the principal investigators involved.

Resolved: for the Convenor, UVS and DBS to communicate with the University Secretary, to this effect.