

UNIVERSITY OF DUNDEE**UNIVERSITY COURT**

A meeting of the University Court was held on 26 April 2022 in the Leverhulme Research Institute, City Campus, University of Dundee.

Present: Ronnie Bowie (in the Chair);
Alan Bainbridge (online);
Tricia Bey;
Richard Bint;
Professor Sir Mike Ferguson;
Professor Iain Gillespie (Principal & Vice-Chancellor);
Andrew Lothian;
Jane Marshall;
Dr David Martin;
Ron Mobed;
Dr Anna Notaro;
Emma Preston;
Professor Mairi Scott;
Karthik Subramanya (online);
Jay Surti;
Karen Thomson;
Dimitris Vidakis (DUSA President); and
Keith Winter.

In Attendance: Professor Wendy Alexander (Vice-Principal (International));
Professor Blair Grubb (Vice-Principal (Education));
Peter Fotheringham (Interim Director of Finance);
Dr Neale Laker (Director of Academic & Corporate Governance);
Patricia Matheson (Interim Director of Human Resources & Organisational Development);
Dr Jim McGeorge (University Secretary & Chief Operating Officer);
Amanda Millar (Chair of Court Elect)
Dr Christine Milburn (Head of Principal's Office);
Dr Jonathan Monk (Director of IT Services)(Items 6-8);
Professor Shane O'Neill (Senior Vice-Principal);
Dr Alison Ramsay (Senior Policy Officer (Corporate Governance));
Professor John Rowan (Vice-Principal (Research, Knowledge Exchange & Wider Impact));
Emma Shea (Director of Communications and Public Affairs (Items 6-8); and
Rebecca Trengove (Director of External Relations).

Apologies: Megan-Rose Birdsall;
Rebecca Leiper;
Carol Prokopyszyn; and
Sharon Sweeney.

PRE-COURT BRIEFING

Prior to the meeting, members received a pre-Court presentation from the Vice-Principal (International) on International Growth and Ambition. Members were advised that an extremely competitive market, coupled with the unhelpful UK national environment for immigration had resulted in many Universities choosing between the traditional ‘flying faculty’ model of transnational education or constructing branded campuses overseas. The Vice-Principal (International) noted that the University had chosen to focus its efforts on increasing open recruitment revenues and transnational partnerships, and that this had resulted in an increase of £58m in international fee income above the 2014/2015 baseline by 2022/2023.

The Court was advised that prospective international students were increasingly engaging through digital platforms to make their course choices thereby removing the traditional reliance on in-country agents. As a result, attracting overseas students now required intensive engagement by universities at an earlier stage. Dundee had realised a 122% growth in international fee income in five years and planned to increase further its share of the international market, taking a risk-based approach to a larger geographic mix of countries. This involved mobilising academic staff in-country, noting that 97% of international students now chose courses related to their intended work sector. In addition, an increase in international students intending to remain in the host country post-study was being observed.

The University had established a foundation college, International College Dundee, with its partner Oxford International (OIEG) delivering approximately 200 new students per annum with online and offshore start options, and a China Student Support Hub had been launched. These would support the proposed increase in budgeted fee growth over the next five years, although the University would have to remain vigilant in identifying new markets. Leading research Universities had been targeted as partners, either for combined or for fully offshore delivery, in order to boost Dundee’s international reputation and to increase collaboration opportunities.

Members were apprised of the University’s strategy for developing Africa as a partner over ten years, based on a strategy of empowerment with social impact. A future doctoral programme, based on recent Dundee research with Africa was also envisaged, building on links with African Research Universities Alliance’s (ARUA) 12 Centres of Excellence.

The Court welcomed the presentation and commended the Vice-Principal (International) and senior colleagues for mapping out a pathway to success. In discussion, members noted the importance of ensuring that the University’s offering and portfolio was closely aligned with market forces, with employability a crucial factor in attracting international students. The Director of External Relations apprised the Court of the University’s targeted approach to marketing, focussed on Dundee’s reputation as a warm, welcoming and inclusive community within a safe city and ranked first for student experience in Scotland. Members noted that challenges remained, such as the provision of accommodation for students coming from overseas with families but that the University remained determined to create a sense of belonging for all its students.

50. WELCOME AND APOLOGIES

The Chair, on behalf of the Court, welcomed Emma Preston to her first meeting as the professional services member nominated by the trade unions. The Chair also welcomed Amanda Millar, in attendance to observe her first meeting as Chair of Court Elect. The Chair reminded the Court that matters included under Part D for report and approval would not

normally be discussed unless a member had intimated in advance their wish to discuss any of these items. No such intimation was made.

51. **MINUTES**

The Court decided: to approve the minutes of the meeting on 15 February 2022.

52. **MATTERS ARISING**

(1) Action Log

The Court received the action log of Court business and noted that all actions were complete.

The Court decided: to note the update.

53. **ELECTION OF THE NEXT CHAIR OF COURT**

The University Secretary, as Returning Officer, apprised Court of the outcome of the recent election for the next Chair of Court. Carried out according to Statute 9, the election result was noted as follows:

Amanda Millar 523 votes

William Patey 369 votes

Thereafter, Court formally appointed Amanda Millar to be the new Chair of Court for three years in the first instance from 1 August 2022 and congratulated her on the appointment.

54. **CHAIR'S REPORT TO COURT**

The Court received a report from the Chair outlining activities he had undertaken on behalf of the Court and the University since its last meeting. Members were advised that he had convened a standard meeting with the Conveners of the committees of the Court to ensure that the work of the committees was aligned and to prepare the agenda of the Court meeting itself. The Court noted the Conveners had discussed arrangements for the consultation process on the University of Dundee Superannuation Scheme (UoDSS) proposals and was advised any matters arising from a meeting of the Committee of University Chairs would be communicated in due course.

The Court decided: to note the report.

55. **UNIVERSITY EXECUTIVE GROUP REPORT TO COURT**

The Principal & Vice-Chancellor introduced the University Executive Group (UEG) report which provided an update on emerging sectoral issues, internal operational and strategic matters, and recent events. Members were advised that since Court's approval of the new University Strategy at its meeting in February, UEG had focussed its efforts on the development of the associated implementation plans and key performance indicators. These were intended to provide a sound platform for the University to bring to life the ambitions set out in the Strategy and to provide Court with assurance on progress made. In parallel with this, the

External Relations Team had been working to develop a comprehensive launch and publication plan for the Strategy. Members would receive a presentation on the launch and publication plan under item 6 of the agenda.

Progress continued to be made on the Academic Excellence & Sustainability (AES) programme, finalising the leadership roles and recruitments process for the newly-created Directorate of Strategic Change and Delivery. The comprehensive review of the School of Business was scheduled for Semester 1 of academic session 2022/2023 and work was ongoing in the School of Science and Engineering. The timelines for consultation on plans for the School of Humanities, Social Sciences and Law (SHSSL) had been delayed slightly by concerns raised by the trade unions but the formal consultation would proceed with interviews for Dean of the School to take place in May.

The outlook for international recruitment was encouraging, although competition from other major English-speaking host nations remained strong. Travel constraints were expected to continue to affect the number of matriculants from China but the University would continue to implement initiatives intended to support its programmes in China, such as the new Dundee International Institute.

The delivery of objectives in the new Digital Strategy remained a priority. 33 out of 52 rooms planned had been upgraded to full hybrid experience, with a further 41 rooms developed to lecture capture capability. In addition, the China Support Hub had been launched to offer in-country services to China-based students.

Following a review of the Equality, Diversity and Inclusion (ED&I) structures, a new approach was being developed to embed ED&I within each School and Directorate. The institutional submission for the Athena Swan Bronze Award was in train and an update would be provided to the next meeting of the People & Organisational Development Committee.

Financial sustainability remained a key priority and the forecast outturn for 2021/2022 continued to be relatively positive. Budget challenge meetings were being held and investment decisions made as part of the final stages of the budget process and members noted that the budget for 2022/2023 and the updated five-year financial plan would be presented to the Court in June. The Principal and Vice-Chancellor advised the Court that the SFC indicative funding settlement had been received and, as anticipated, would result in real-term cuts with the absorption of Graduate Apprenticeship funding into the main teaching grant. The results of the 2021 Research Excellence Framework (REF) were expected imminently and a full report on the implications of the outcome would be made to the next meeting of the Court.

In terms of regional events, Dundee had hosted a delegation from the UK Climate Change Committee, the only city in Scotland to have been visited. The University had been well-placed to contribute to the themes of regional leadership, technology and social mission and the event had provided insight as well as networking opportunities which would enable the institution to progress its own decarbonisation mission. The Eden Project Dundee was the subject of ongoing discussions with the Scottish Government and the Regional Development Strategy Board was currently focussed on the Tay Cities Deal, the Life Sciences Innovation District and opportunities around the concept of a 'Creative Quarter'.

Finally, the Principal & Vice-Chancellor congratulated three colleagues on having been elected fellows of the Royal Society of Edinburgh.

In discussion, members sought clarification of the implications of the change to the funding arrangements for Graduate Apprenticeships and were advised that this remained uncertain. It was agreed that the Interim Director of Finance would address this in their next report to the Finance & Policy Committee.

- The Court decided:**
- (i) to request the Interim Director of Finance to provide further information on the Graduate Apprenticeship funding to the Finance & Policy Committee; and
 - (ii) to note the report.

56. **UNIVERSITY STRATEGY 2022-2027**

The Principal & Vice-Chancellor presented the University Strategy 2022-2027, which the Court had approved at its meeting in April 2022, in its finalised format as **Paper D** and introduced the Director of Communications and Public Affairs, who provided a presentation on the launch plan for the Strategy. Members were apprised that the fundamental purpose of the Strategy was to build confidence in its audiences by articulating a shared set of values and a common set of objectives. At the heart of the Strategy, the core concept of triple intensity in learning & teaching, research with impact and engagement & enterprise underpinned the University's social purpose.

A phased roll-out was intended to ensure that the University utilised the right channels of communication at the right time, acknowledging different audience needs. The University had decided to take a digital-first approach in launching the Strategy, first to Staff in June and to Students in September ahead of a Nation launch in October, which would then be extended to global alumni in November.

In discussion, members welcomed the approach to be taken but requested that more traditional channels of communication be included and consideration given to articles published in the local and national press. It was also suggested that an abridged, leaflet-style version of the Strategy be produced for distribution to industry and other HE institutions with greater emphasis on tangible case studies. It was noted that, following the local elections in May, the University would commence discussions with local leaders in order to identify opportunities for community engagement.

The Principal & Vice-Chancellor then presented the Court with the associated implementation plans intended to support delivery of the Strategy under **Paper E**. Members noted that approval and oversight of the University's mission, vision and strategy was a key responsibility of the Court and that the draft implementation plans were intended to apprise the Court of the approach agreed by the University Executive Group (UEG) for the prioritisation and delivery of the new Strategy. The implementation plans were not intended to provide tracking mechanisms for all actions identified in the Strategy but rather to focus on key priorities throughout the strategic planning timeframe with more detailed management information overseen as part of the planning process, supported by the Directorate for Strategic Change and Delivery.

In discussion, members sought clarification of the role of the committees of the Court in assisting with the monitoring of the implementation plans, with some suggesting that the committees might have had earlier sight of the plans during the development phase. It was agreed that all implementation plans would be circulated to all those committees of Court with a relevant interest.

Members further requested that consideration be given to mapping the implementation plans to the five-year period of the Strategy 2022-2027. It was agreed that key milestones would be included and that an annual report be submitted to the Court on the implementation of the new Strategy.

The President of DUSA expressed disappointment that students or their representatives did not appear to feature within the implementation plans. It was agreed that the Vice-Principal (Education) and the President of DUSA would meet and discuss the plans in the light of the Student Partnership agreement, noting that the University deeply valued its students and the Students' Association.

The Court decided:

- (i) to note the Strategy; and
- (ii) to note the implementation plans

57. KEY PERFORMANCE INDICATORS

The Senior Vice-Principal introduced the above proposed Key Performance Indicators (KPIs), intended to identify targets against which progress in implementing the new Strategy would be assessed. Professor O'Neill apprised members of the eight institutional KPIs which had been selected to assess progress against the priority objectives in the new Strategy and that specific targets had also been proposed in relation to each of these KPIs. The KPIs were identified as relating to:

- Overall Student Satisfaction (NSS)
- Research Grant Income
- Times Higher Impact Ranking
- Turnover of all Active Spin-outs and Start-ups
- Employer of Choice
- Digital Business Maturity Assessment (Gartner)
- Greenhouse Gas (GHG) Net Emissions
- Cash Generation (EBITDA)

Professor O'Neill noted the targets associated with each KPI and advised the Court that management proposed to amend the target in relation to KPI 3 to Top Quintile in the World.

In discussion, members welcomed the proposal to measure against EBITDA as a percentage of income but requested that this be subject to further debate at the Finance & Policy Committee. It was also proposed that management make specific mention of the Equality, Diversity & Inclusion (ED&I) framework and the Race Equality Charter within the People & Talent Implementation Plan and that an annual report on the University's standing in International League Tables be produced.

The Court decided: to approve the Key Performance Indicators and associated targets, subject to the amendment identified in relation to KPI3.

58. **REPORT TO COURT FROM THE DUSA PRESIDENT**

The Court received the regular report from the President of the Dundee University Students' Association (DUSA) which summarised current and emerging student issues. The President advised members of the results of the recent pulse survey, noting a 14% increase in overall student satisfaction received from DUSA, a further improvement on the previous semester. Additionally, the Student Crowd Survey had named the University as best in Scotland for student experience.

The DUSA Annual General Meeting (AGM) had been held. Although inquorate, discussions had been wide-ranging with ambitious plans for future development identified.

A vigil in support of Ukraine had been organised in conjunction with the University and the Chaplaincy, and DUSA continued to operate as a collection point for donations to be sent to Ukrainian civilians affected by the war.

The results of the recent elections for the DUSA executive, school presidents, Student Representative Council (SRC) Chair and the Independent Member of Court were noted. The majority of the elected representatives were International Students.

Finally, the President thanked management for actions identified to mitigate against the effects of strike action on students, whilst expressing hope that the situation might be resolved.

The Court decided: to note the report.

59. **CONVENER REPORTS**

The Conveners introduced their reports, highlighting matters of interest. Approvals are formally noted against the relevant Committee Report (minute 64).

The Convener of the Audit & Risk Committee provided an overview of the meeting on 18 April 2022 where the Committee had reflected on its deep-dive event on cybersecurity and had received and considered the report of an internal audit review of Cybersecurity. He advised members that the Committee had noted the challenges and risks posed by legacy systems as well as remaining vigilant to staff behaviours which could challenge the integrity of the University's security. Members had noted the highly competitive market in which the University operated where the salaries the University could offer to cybersecurity experts were far outstripped by those in industry. Potential geopolitical risk had been discussed and it had been agreed that the COVID-19 Risk Register could be integrated into the Institutional Risk Register.

In introducing the report from the Finance & Policy Committee on 22 March 2022, the Convener informed the Court that the Committee had considered a five-year capital plan which proposed a new level of ongoing routine capital expenditure to improve the condition of the estate. Prior to the meeting, members of the Committee had attended a campus site visit to the refurbished Old Medical School, the newly-refurbished Matthew Building and the

Crawford Building. The Committee had also received and considered a review of student accommodation which had concluded that, whilst there was currently sufficient Purpose-Built Student Accommodation (PBSA) in the city, headroom was limited. One area which required to be addressed urgently was the availability of family accommodation for Postgraduate students. The Committee had discussed early proposals for the development of a Life Sciences Innovation District and had received a report on financial benchmarking which indicated that, whilst the University's position had improved over the previous three years, much remained to be done in terms of financial sustainability.

The Convener of the Governance & Nominations Committee apprised the Court of the Committee's discussions regarding the arrangements for the election of the next Chair of Court. The Committee had also received an update on progress made in the recruitment of lay members to the University Court and had noted that Andy Lothian and Anna Notaro had agreed to join the Centenary Trust.

The Convener of the People & Organisational Development Committee advised the Court that the Committee had received an update from the University Secretary on the progress of the UoDSS consultation, the proposed implementation timeline and the financial impact of the proposal. Final proposals would be presented to the August meetings of the People & Organisational Development Committee and the Finance & Policy Committee, followed by a final proposal presented to Court for approval. The Committee also endorsed a proposal for a new governance and management approach to Equality, Diversity & Inclusion (ED&I), intended to embed a more critically-reflective approach to ED&I across all Schools and Directorates. Finally, members had considered and endorsed a revised Severance Policy.

The Convener of the Remuneration Committee advised the Court that the Committee had considered a report on the University's approach to the use of the Lifetime Tax Allowance and had asked for further clarification of the costs associated with the Death in Service benefit. The Committee had also endorsed proposed changes to the Severance Policy, subject to amendments identified during discussion for submission to the People & Organisational Development Committee. Thereafter, the Committee had received a presentation on the overall pay environment in the sector, including the use of benchmarking data in the work of the Committee.

The Court decided: to note the reports.

60. **REPORT FROM THE CHAIR OF SENATE TO THE UNIVERSITY COURT**

The Court reviewed the report from the Chair of Senate to the University Court and noted that Senate had discussed changes to the number of Senate Members elected by the Schools from 2022/2023 onwards to reflect the establishment of the new School of Humanities, Social Sciences and Law. After due deliberation, Senate had agreed to recommend that each School elect four members of academic staff to serve on Senate. This would require changes to Ordinance 18 of the University, which would be considered by Court as **Paper H**. Senate had noted that an Implementation Group had been established to oversee further reforms and improvements arising from the 2021 Senate Effectiveness Review.

Senate had considered the results of an extended Consultation on the adoption of the International Holocaust Remembrance Alliance (IHRA) definition of antisemitism. Adoption of the IHRA definition could be regarded as institutional recognition of the need for action and members of Senate observed that this recognition would be appreciated by members of the

community. Although a small number of Senators did not agree with the adoption, there had been a clear consensus of opinion from Senate members in favour. It had therefore been decided to adopt the definition along with the clarification provided by the Home Office Select Committee caveats, as well as the accompanying examples.

The Court decided: to note the report.

61. **GOVERNANCE MATTERS**

The Court received a report from the Deputy Secretary on Governance matters related to the Membership of the Court.

The Court decided:

- (i) To formally note the resignation of Marianne Reilly as a Union Nominated member of the Court, with effect from 31 March 2022;
- (ii) To note that in accordance with Ordinance 66(4)(6) Emma Preston was subsequently nominated by the Campus Unions to serve as a union nominated member of the Court; and
- (iii) regarding the amendments to Ordinance 18 as an urgent matter, to approve them at a single meeting in accordance with the terms of Article 16.2, subject to the formal concurrence of Senate at its meeting on 25 May 2022.

62. **NARRATIVE FOR THE SENATUS ACADEMICUS**

The Chair of Court agreed to highlight to the Senate the excellent and informative presentations it had received from the Vice-Principal (International) and the Director of Communications & Public Affairs. The importance of a progressive capital expenditure plan to support the ambitious new University Strategy 2022-2027 was to be highlighted, as was the positive University Executive Group report.

The Court decided: to note the areas for inclusion in the report to the Senate.

63. **REPORT FROM MEETING OF THE SENATUS ACADEMICUS**

The Court received a report from the meeting of the Senatus Academicus on 23 March 2022 and noted the areas highlighted to the Court.

- The Court decided:**
- (i) to note the recommendation to adopt the IHRA definition of Antisemitism with examples and caveats;
 - (ii) to note the recommendation that each School elect four members of academic staff to serve on Senate from 2022-2023 onwards (see also proposed changes to Ordinance 18);

- (iii) to approve the recommendation that the title of Professor Emeritus be conferred on Professors Keith Matthews, Alice Belcher and Annie Anderson; and
- (iv) otherwise, to note the report

64. COMMITTEE REPORTS

(1) Audit & Risk Committee Report

(i) Minute of the meeting on 1 March 2022

The Court received the minutes of the meeting of the Committee on 1 March 2022. The Court's discussion of matters raised by the Committee are detailed in the Conveners' Report (Minute 59).

- The Court decided:**
- (i) to note the Committee's discussions relating to the Internal Audit report on the review of Cybersecurity;
 - (ii) to note the External Audit Report 2020/2021;
 - (iii) to note the Committee's endorsement of the integration of the Covid-19 Risk Register into the main institutional Risk Register;
 - (iv) to note the Committee's approval of the main Institutional Risk Register; and
 - (v) otherwise, to approve the minutes.

(ii) **Reserved Business:** Reserved minute from the meeting on 01 March 2022

The Court received the reserved minute of the meeting of the Committee held on 01 March 2022

The Court decided: to approve the minutes.

(2) Finance & Policy Committee

The Court received the minutes from the Meeting of the Committee of 22 March 2022. The Court's discussion of matters raised by the Committee is detailed in the Conveners' Report (Minute 59).

- The Court decided:**
- (i) to note the Committee's approval of the draft Capital Plan 2022/2027 in principle;
 - (ii) to note the Committee's consideration of plans to develop a Life Sciences Innovation District;

- (iii) to note the Committee's consideration of proposed strategic finance plans to be incorporated into the 2022/2023 Budget and Five-Year Plan;
- (iv) note the Committee's discussion of a review of student accommodation provision;
- (v) to note the Committee's decision to approve the proposal to use EBITDA as a measure of financial performance; and
- (iii) otherwise, to approve the minutes.

(3) Governance & Nominations Committee

The Court received the minutes of the Committee's meeting on 22 March 2022. The Court's discussion of matters raised by the Committee is detailed in the Conveners' Report (Minute 59).

- The Court decided:**
- (i) to note that Andy Lothian and Anna Notaro had agreed to take up the outstanding appointments on the Centenary Trust;
 - (ii) to note that the skills matrix would be reviewed following appointments to the lay membership of the Court;
 - (iii) to note the update on completion of training modules; and
 - (iv) otherwise, to approve the minutes.

(4) People & Organisational Development Committee

The Court received the minutes of the Committee's meeting on 14 March 2022. The Court's discussion of matters raised by the Committee is detailed in the Conveners' Report (Minute 59).

- The Court decided:**
- (i) to note that the Committee had approved the revised Severance Policy;
 - (ii) to note that the Committee had received an update on the University of Dundee Superannuation Scheme;
 - (iii) to note the Committee's consideration of the annual Absence Management Report; and
 - (iv) otherwise, to approve the minutes.

(5) Remuneration Committee(i) Minute of the meeting on 8 March 2022

The Court received the minutes of the additional meeting of the Committee on 8 March 2022. The Court's discussion of matters raised by the Committee are detailed in the Conveners' Report (Minute 59).

The Court decided: (i) to note that the Committee had received and considered a report on the risks associated with the University's approach to the Lifetime Tax Allowance;

(ii) to note the Committee's endorsement of proposed changes to the Severance Policy, subject to amendments identified in discussion for submission to the People & Organisational Development Committee; and

(iii) otherwise, to approve the minutes.

(ii) Report from the training session on 08 March 2022

The Court received a brief report on the training session held on matters relating to pay within the overall HE sector.

The Court decided: (i) to note the report.

(6) Staff Council

The Court reviewed the minutes from the meeting on 02 March 2022.

The Court decided: to approve the minutes.

65. **HONORARY FELLOWSHIPS**

The Court received the above proposal to review the rules governing the title Honorary Fellow.

The Court decided: to approve the rules governing the title of Honorary Fellow.

Mr Ronald Bowie
Chair of Court
University of Dundee

Appendix 1**UEG REPORT TO COURT****A. INTRODUCTION**

1. The Court approved the University's new strategy at its February meeting. Since then, the University Executive Group (UEG) has focussed its efforts on the development of the associated implementation plans and key performance indicators. The implementation plans provide a sound platform for the University to bring to life the ambitions set out in our strategy and aim to provide Court assurance on progress made in this regard.
2. In tandem, we continue to press ahead with the delivery of our strategic priorities and progression of regular business, both of which are detailed within this report, alongside reference to relevant external matters affecting the Higher Education sector.
3. Finally, we would like to offer the warmest of congratulations to our newly-elected Chair of Court, Amanda Millar. The Principal and Chair of Court are currently exploring options for onboarding our new Chair and we are committed to ensuring a productive and successful transition to the University of Dundee.

B. STRATEGIC MATTERS**University Strategy**

4. Elsewhere on the agenda, members will find a suite of papers (D to F) which set out the final strategy and enabling strategies and explore the associated implementation plans, KPIs and launch plans.
5. Effective implementation is critical to the success of organisational strategy. Our own implementation plans have been developed significantly since the Court last met in February. In developing our plans, we have sought to deliver a vehicle that both provides assurance of progress and accountability and is fully integrated with the new planning process to ensure a coherent, streamlined approach to strategy delivery. We look forward to discussions at Court as we continue to shape these plans and underlying operational plans and supporting metrics.
6. In parallel, we have engaged the External Relations team to develop a comprehensive launch and publication plan for our Strategy. The plan aims to actively engage stakeholders using tailored interactive multi-media in a transparent, inspiring and dialogue orientated manner. The roll-out and what it aims to achieve will be the focus of item E on the agenda. We look forward to feedback and first impressions from members, in particular, on our approach to reflecting the interconnected ripples of triple intensity that are so crucial to the impact that we collectively make locally and globally.

University Executive Group (UEG) Priorities

7. As we move forward with the new University Strategy, we continue to progress our existing priorities. A brief update can be found below:

Academic Excellence & Sustainability (AES)

8. Following agreement from the Court on our future approach to the Academic Excellence and Sustainability (AES) programme, we have embedded these projects as priorities within our planning process. We have also taken forward our plans for the longer-term delivery of our University Strategy, including AES, by finalising the details of the leadership roles, and recruitment process, for the newly created Directorate of Strategic Change Delivery.
9. Turning to School-specific projects, with rapid growth being experienced in the School of Business and progress being made in relation to staffing and plans for the estate, the comprehensive review of the School of Business has now been scheduled for the first Semester of 2022/23. Work relating to the School of Science and Engineering continues to progress, with the next iteration of the School vision and strategy to be produced following the REF outcome in May 2022 and plans for external review to be finalised thereafter.
10. The Court has previously expressed an interest in the delivery of the Biomedical project, and in particular the changes required by the Home Office in relation to our animal research facilities. The University Secretary & Chief Operating Officer is to Chair this Project Delivery Board to ensure timely and successful delivery of this aspect. Thereafter the Senior Vice-Principal (SVP) will assume the role of Chair as the focus moves to ensuring that the new arrangements deliver the anticipated optimisation of collaboration, research synergies and impact for the Schools of Life Sciences and Medicine.
11. The timeline for plans to consult on the vision, strategy and operating plans for the School of Humanities, Social Sciences and Law (SHSSL) has been delayed by some general concerns being raised by the trade unions. Substantial work has been done to resolve these concerns through our continued meetings with trade union leadership. We expect the formal consultation on the new School to launch the week beginning 25 April 2022. The interviews for the Dean of the School are to take place in the first week of May 2022 and an announcement will be made to Court in this regard in due course thereafter.

Growing Recruitment (International Focus)

12. Members will find a comprehensive student recruitment update in Appendix 1. The outlook for international recruitment in 2022/23 remains encouraging, despite Canada resuming its position as the destination of choice for many international students. We aim to match this year's performance where 48% of our new intake in uncontrolled subjects were international matriculants. China –previously the major international market– remains weak due to effects of the pandemic, flight availability/pricing and visa availability. We anticipate continued travel constraints throughout 2022 and will continue to implement appropriate mitigations to support our programmes in China including the new Dundee International Institute.
13. Other major English-speaking host nations (Canada, US, Australia and New Zealand) are all developing their offer to attract international students, and this is deepening the competitive intensity in the market. As part of our strategic response the Vice-Principal (Education) and Vice-Principal (International) are working with all Schools to develop their portfolios, based on expert consultancy around global demand patterns to ensure our programme portfolio meets the needs of international markets. We will explore the longer-term recruitment prospects in more depth in the pre-Court briefing session on international growth and ambition.
14. As the Finance & Policy Committee discussed at their most recent meeting, we continue our dialogue with the City Council to ensure their local plan reflects the diverse housing needs of students. Encouragingly, we are seeing new accommodation providers, particularly private halls

providers seeking to enter the local market. The challenge is to ensure there is sufficient flat accommodation and short-term family rental stock.

Digitally Enhanced Campus

15. We are well underway with the delivery of many of the objectives highlighted within the new Digital Strategy. In line with our ambitions to improve student experience through digital enhancement, to date, 33 out of the total planned 52 rooms have been upgraded to a full hybrid experience with a further 41 rooms upgraded to lecture capture capability. Furthermore, on 23 March 2022, in conjunction with International Partnerships and Student Services, we successfully launched the China Support Hub that will provide in-country services to China based students. Going forward, we are now focussed on the adoption of our new operating model that will be a key enabler of the University's Digital Strategy.

C. INTERNAL MATTERS

Equity, Diversity, and Inclusion

16. Following a review of the Equality, Diversity and Inclusion (ED&I) structure, practices and processes across the University, the Senior Vice-Principal and the Chief Operating Officer & University Secretary are leading the implementation of a new management approach that aims to strategically embed ED&I as a key pillar within our strategy and operations and to ensure that each school and directorate have clear plans on how they will deliver on our ED&I commitments. Fruitful discussions have taken place with the University Management Group and the Deans' Group on how we, as the University's collective leadership, successfully take forward the proposed changes and embed a strong, adaptive and inclusive culture across the University.
17. We are currently finalising our submission for our application for the Athena Swan Bronze Award. We expect that an update will be shared with the People & Organisational Development Committee at their next meeting.

Finance

18. Achieving financial sustainability remains a key priority for the University and the forecast outturn for 2021/22 continues to be positive relative to plan. We predict a forecast deficit before USS provisions at period 7 of £3.8m, £13.3m above budget due principally to very successful January international student recruitment. Net cash at the end of February was £48.7m, excluding ring-fenced funds of £40m.
19. We are currently completing the final stages of the budget process, including budget challenge meetings and investment decisions. The overall financial shape remains consistent with the rolling five-year plan and high-level principles set in January, noting additional cost pressures on pay, inflation and utilities but with increased confidence for international growth. As is usual, the budget for 2022/23 and update of the five-year plan will be presented to the Court at its June meeting.

Pay and Pensions

20. The employee relations environment remains challenging. Since the last meeting of Court, there have been a number of developments in relation to on-going changes to pension schemes and other disputes.

21. The USS benefit reforms took effect from 1 April 2022, with employer contribution levels increased to 21.6% and employee contributions held at 9.8%. DUCU voted in favour of strike action opposing the USS changes, with this taking place during March 2022, alongside many other UCU branches. Whilst the national impact of the strike was less than anticipated, UCU nationally continue to request reconsideration of the changes including calling for a formal actuarial valuation as of 31 March 2022, ahead of the scheduled valuation in 2023. In April DUCU voted in favour of further industrial action on pensions, alongside 23 UCU branches nationally (37% of those polled).
22. Following the approval of proposals by Court in February, the UODSS consultation was extended on 11 April 2022 to formally consult staff on the benefit change proposals. This consultation period ends 24 June 2022 and includes several open information meetings on campus. We are disappointed that Unison have advised that their members will be taking industrial action for 4 weeks from 18 April in opposition to the UODSS proposals. We are actively exploring mitigating actions to ensure we maintain effective operations throughout this period and protect our students from potential disruption.
23. Recent inflationary rises are expected to add pressure to the sector-level annual pay negotiations which set pay award increases from 1 August 2022. The outcome of this process is difficult to judge at this early stage, although we have included provision in the budget proposal. We continue to monitor closely the position to ensure we are adequately prepared both financially and from an industrial relations perspective.

Regional Development

24. The Regional Development Strategy Board was established to lead the work to maximise the outcomes of the University's engagement in the local region (accountable to the UEG). Current areas of attention for this Board include Tay Cities Deal, Life Sciences Innovation District (LSID), and opportunities around the concept of a 'Creative Quarter'. Significant progress has been made in the development and testing of the strategic case and interim proposals for the LSID and the team leading the development of the concept is now working with external consultants for advice on delivery options and fund-raising. Initial development/testing of thinking is actively being undertaken in relation to the University's actions in respect of the Creative Economy in Dundee. Finally, the Board is currently exploring the definition of a proposal for the University to create an internal "Proof of Concept" type funding mechanism, that will enable the University to get on the front foot of arising spin-out opportunities. We expect to engage with a number of lay-members in developing thinking on this last issue.

Stakeholder Engagement

25. Since the last meeting of Court, the Principal and colleagues have had several noteworthy interactions and events, in line with our aim to bring more strategic focus to our engagements. On the 12 April, the University hosted part of the UK Climate Change Committee conference which explored opportunities and challenges to the delivery of Net Zero targets and building climate change resilience within the UK. The event was highly successful and provided us with inspiration, insight and networking opportunities that will help us to progress our own decarbonisation mission. It is noteworthy to report that Chris Stark – CEO of the Climate Change Committee - stated that the UKCCC visit had shown Dundee to be one of, if not the most prepared region for planning in relation to just transition. The event was well-reported in national media, with the University positively recognised for its contribution in this area.
26. As part of the engagement plan, the Principal has continued his regular programme of engagements with alumni, honorary graduates, and key stakeholders. He also attended the

Scottish Funding Council Higher Education forum and was the only Scottish Principal and Vice-Chancellor to have been invited to represent the sector as a member of the Research Policy: Horizon Europe Plan B Committee.

D. EXTERNAL MATTERS

Policy Developments

27. There have been a number of recent policy developments including the UK Governments [‘Levelling-Up’ White Paper](#), [Scotland’s National Strategy for Economic Transformation](#) and the new [UKRI Strategy 2022 - 2027](#). We are currently exploring the collective implications of these in the context of our own new strategy – particularly our Research with Impact and Engagement & Enterprise enabling strategies – and the University Executive Group (UEG), along with key officers, will meet to review the policy environment and determine the resulting opportunities for the University.

Scottish Funding Council (SFC) Funding Settlement

28. As usually happens in the funding cycle, SFC has issued an indicative funding letter for the next academic year (AY). The main sector-wide headlines include:
- Revenue budget for AY 2022-23 has increased by 2.0% (£21.9 million) from AY 2021-22 though that baseline excludes additional one-off consequential funding received in 2021-22
 - Teaching funding has increased by 2.0% (£14.3 million)
 - Research and Innovation budgets have received an increase of 1.6% (£4.7 million)
 - Funding for other programme funding has reduced by 29.0% (£16.7 million)
 - Capital maintenance funding has been broadly maintained, in cash terms, at the same level
 - Graduate Apprenticeship (GA) funding has been absorbed into the main teaching grant (previously funded separately). The SFC have achieved this by reducing the total number of uncontrolled student places at Dundee by 150 (half from our own number and half from the universities that do not offer Graduate Apprenticeships). It also means that we will have to reduce recruitment by ~100 in other uncontrolled subject areas which will impact our bottom line due to loss of fees.
29. Taken together, the increases to the teaching grant are offset by the changes to the GA funding and results in an effective 0.8% decrease in our teaching grant award for next year. Furthermore, the overheads associated with the delivery of such teaching will remain, as we will be required to teach such programmes, but with a reduced number of students.
30. As was highlighted in our last update, it is disappointing to have such real term cuts, particularly given the financial pressure Universities have experience over the pandemic period. We continue to lobby the SFC on such issues and will report to Court on any significant developments with regard to indicative spend for higher education.

Ukraine Crisis

31. The situation in Ukraine remains desperate and our University community have demonstrated our solidarity with the people of Ukraine and those affected by the conflict. To coordinate the

University's response across various issues arising from the conflict, we have established a set of workstreams with clear leads. These will sit within a newly established Humanitarian Oversight Board, which will be chaired by Professor Kim Dale, Assistant Vice-Principal (International). We will be adding further funding to our Humanitarian support this year in response to the Ukraine crisis, and the Oversight Board will coordinate the different strands of activity to meet demand now and in the future.

32. We have published several communications to our community signposting to available support and continue to monitor this situation in a prudent and sensitive manner to ensure we are able to respond to the challenges as the situation evolves.

E. PRINCIPAL'S CLOSING REMARKS

33. The report above reflects significant progress across our University in launching and adopting our new Strategy and in planning for its successful implementation. Equally, we remain focussed on the three priorities we agreed with Court – growing our academic excellence, our international recruitment and our digital abilities.
34. Our international recruitment performance over this year has been particularly impressive, demonstrating that our ambitious plans are achievable, and so too has been our step towards enhancing our academic excellence, with three colleagues being newly elected fellows of the Royal Society of Edinburgh. Of course, the results of the REF, due next month, will give us a much broader picture of how we compare to our peers. And on the third of our key objectives, our digital readiness, we have also made excellent progress, both with the launch of our new China Hub and with the roll-out of our dual-mode teaching facilities.
35. There is much other good news in this report. However, we cannot ignore the continuing challenge to our institution and the community of people within it – both staff and students. Not everyone is universally positive about the changes we need to make and so in taking forward our agenda we need to continue to do our best to ensure a vibrant future for our University and to ensure the welfare of our community. These will continue to challenge us to achieve some balance in our journey forward.

**University Executive Group
19 April 2022**

Appendix 1, Annex 1

Recruitment Update

1. The table below notes **confidence in meeting 2022/23 budget targets**. In terms of overall international student numbers over next session we are essentially forecasting 25 more UG and 25 fewer PGT students— essentially a stand-still position, although a better mix for recurring revenues: The final volume projections will be confirmed around the forthcoming budget

2022/23 Intake Budget with confidence RAG Rating			Scottish (budget)	RUK (budget)	Overseas (budget)
Open	UG	Controlled			
		Uncontrolled (S1+S2)			
	PGT	Semester 1			
		Semester 2			
	PGR	Semester 1			
		Semester 2			
Partnerships			not/applicable		N/A*
ICD			not /applicable		

Key	
Do not expect to meet budget	
Uncertain	
Expect to meet budget	

* NA = Not Available currently. Global Partnerships are working closely with Strategic Planning on resolving the budget target numbers for 22/23 onwards. It is too early in the admissions cycle to make any reliable predictions on expected 22/23 partnership numbers at this time. Early signs are that the China partnership market will remain challenging

3. UG Scot and RUK applications are below those of last year. Offer-making is in a strong position and we have kept programmes open where necessary. We expect to meet UG Scot and RUK targets
4. International applications continue to grow, with International PGT applications up more than 60% on the same point last year, largely driven by continued significant increases in demand from Africa and South Asia. We are taking mitigating action to increase capacity to make offers to this much larger application volume – at present we have made >10% more offers to International PGT applicants than at the same point last year, but we are not yet in line with our targeted 5-day turnaround. The current strong application position and improving offer and acceptance position suggest we have cause for optimism that the Semester 1 2022/23 international targets will be met.
5. 2021/22 S2 growth was driven by significant increases in demand from South Asia and Africa. The change in applicant profile is not without risk; South Asia and Africa are highly sensitive to changes in government immigration policy. There are also risks associated with applicant credibility and quality from these markets. Steps have been taken to mitigate against these risks whilst remaining competitive, including checking applicant financial statements and reviews of entry requirements, English language ability, use of agents and direct (non-agent) and marketing in higher-risk markets. Mitigating steps are also being taken around CAS issuance (the document which supports their UK visa application) for international applicants, with development of additional in-market CAS verification in key target markets.

Appendix 1, Annex 2**Research Related Grants**

1. The selection of grants and awards detailed below is intended to showcase the diverse range of research undertaken across the University which is enabled by funding sources that include research councils, charities and industrial sponsors. Please note that any joint awards listed below state the University of Dundee value only.
2. Members can find a full list of research grants and awards since the last reporting period in the [Supplementary Information folder](#).

A. Research Award Highlights

- (i) **Professor K D Read (Life Sciences)**
Development of a New Pre-Clinical Candidate for Chagas Disease (Joint with GlaxoSmith Kline (GSK))
£3,348,911 from the Wellcome Trust

Chagas disease is an insect-borne disease that is endemic in 21 countries in Latin America with around 70 million people at risk of infection. An estimated 1.2 million people suffer from Chagas cardiomyopathy with a mortality rate of over 10,000 per year. Current standards of care have poor efficacy, serious adverse side effects and long treatment duration resulting in many patients not completing appropriate therapy. There is thus an urgent need for new, shorter course, efficacious and safe drugs. The Drug Discovery Unit, in partnership with GlaxoSmithKline, has successfully secured £4.4 million from Wellcome to continue their world-leading work to develop new, better medicines for Chagas disease and thus play a key role in the elimination of Chagas disease as a public health problem.

- (ii) **Professor E Pearson (Medicine)**
The iDiabetes Platform - Enhanced Phenotyping of Patients with Diabetes for Precision Diagnosis, Prognosis and Treatment (Joint with NHS Education for Scotland and University of Aberdeen)
£2,134,940 (including £593,245 overheads) from the Chief Scientist Office

The Chief Scientist Office have awarded £2.8M to NHS Tayside and the University of Dundee, joint with NHS Education for Scotland and University of Aberdeen for "The iDiabetes Platform - Enhanced Phenotyping of Patients with Diabetes for Precision Diagnosis, Prognosis and Treatment." With this award patients with diabetes in Tayside will be the first in the world to benefit from precision diabetes care. We will be using comprehensive patient medical record data linked to new blood tests including measures of heart function, liver fat and genetic risk to individualise choice of treatment and optimised clinical care.

- (iii) **Professor C Barratt (School of Medicine)**
Male Contraceptive Drug Development Using a Novel Human Sperm Phenotypic (Extension/Supplementary Award)
£1,181,908.63 (including £154,195.68 overheads) from the Bill and Melinda Gates Foundation

This project aims to identify lead compounds to serve as a male contraceptive. It is funded by Bill and Melinda Gates foundation and is part of a BMGF global initiative on new methods

of contraception to address the critical need to reduce unwanted pregnancies. The project is a joint collaboration between the Medical School (Barratt, Martins Da Silva) and Drug Discovery School of Life Sciences (Gilbert, Read, Swedlow).

- (iv) Professor C J Weijer (Life Sciences)**
Early-Stage Embryo as an Active Self-Tuning Soft Material (Lead: UoD other instn: University of Oxford, University College London)
£1,085,874.94 (including £526,707.84 overheads) from UK Research and Innovation (UKRI)

In this UKRI funded project a combination of advanced live imaging and mathematical modelling will be used to investigate the key biophysical mechanisms that control the spectacular way in which hundreds of thousands of dividing and differentiating cells self-organise to form the basic three-dimensional tissue organisation of the embryo body plan. The studies will focus on the process of gastrulation, an essential, critical phase in the embryonic development of higher organisms, including humans and insights obtained will guide our ability to detect, prevent and treat congenital diseases that are caused by errors during gastrulation. The project is a collaboration between the research groups of Prof Cornelis J. Weijer (Dundee), Prof. Julia Yeomans (Oxford), Dr Rastko Sknepnek (Dundee), and Prof Guillaume Charras (UCL).

- (v) Dr Y Kulathu (Life Sciences)**
Towards A Molecular Understanding of Myddosome Organization and Regulation of IRAK Kinase Activity
£1,004,516 (including £414,467 overheads) from Biotechnology and Biological Sciences Research Council

Despite being the focus of intense study over the past two decades, our understanding of the organization of Myddosomes, how the IRAK family members are recruited to these complexes and the mechanisms regulating the activity of the IRAKs is still limited. The overall goal of this proposal is to reconstitute these central hubs of innate immune signalling in vitro to understand the principles governing the organization of Myddosome complexes and to uncover mechanisms of IRAK activation and regulation. Since the Myddosome complex and IRAK family members are at the heart of innate immunity, this work will provide important fundamental insights into how immune responses are activated and reveal how they could be modulated to treat inflammatory diseases such as arthritis, atherosclerosis, systemic lupus erythematosus and psoriasis.

- (vi) Professor John Rowan (University Executive Group)**
Water Security & Climate Change - UNESCO Centre for Water Law, Policy & Science
£250,000 (including £9,109 overheads) from the Scottish Government

Funding from Scottish Government for UK's only Category 2 Water Centre, and unique worldwide in terms of its interdisciplinary foundations – the UNESCO Centre for Water Law, Policy and Science. The funding supports research into climate change and global water security issues, with a strong focus on the UN's SDGs, particularly SDG6 'Clean Water and Sanitation for all'. Governance of water resources, international and domestic are important strengths in Dundee and the key aspect of this funding (£250k is first year of £750k three year pledge) – is in relation to the UNFCCC 'loss and damage' agenda and specifically working with Government of Bangladesh around creation of 'disaster-resilient homes', which involves building highly innovative domestic dwellings and community facilities which can float during extreme floods and provide continuity of livelihoods (water, energy, food

and security) in support of sustainable development under increasingly uncertain climate futures.

- (vii) Dr A C Daly (Science & Engineering)**
ISCF Research Centre for Smart, Collaborative Industrial Robots (CESCIR) (Joint with Universities of Loughborough, Strathclyde, Warwick and Bristol)
£114,440 (including £71,106 overheads) from the Engineering and Physical Sciences Research Council

The ISCF Centre in Smart, Collaborative Robots (CESCIR) aims to strengthen UK manufacturing and to rebuild the UK economy by making businesses more productive, responsive and resilient, through the use of collaborative automation. At the University of Dundee Leverhulme Research Centre for Forensic Science, Professor Angela Daly will lead on legal and ethical aspects of this research (including data protection, cybersecurity and health & safety regulation) and contribute to the 'Acceptance' research priority area, and ED&I activities for the whole research centre.

- (viii) Dr E C Hall (Social Sciences)**
An Inclusive and Sustainable Blue Space Infrastructure for People with Disabilities in Scotland
£100,621 from the Scottish Government

This Hydro Nation Scholars Programme 2022 project (funded by Scottish Funding Council) will examine the health and wellbeing benefits of blue spaces - rivers, coastal waters, beaches, lakes - for the one million people with disabilities in Scotland who are commonly excluded from such environments. The interdisciplinary research project will seek to answer questions including: How can people with disabilities be provided with improved access and supported to use blue spaces? How can the quality and inclusivity of blue space infrastructure, under pressure as use increases, be enhanced and managed, in a sustainable, resilient, and equitable way? The research will adopt a co-productive, participatory, and inclusive approach, working with people with disabilities, and other stakeholders, to produce a development plan for making existing and new blue spaces more inclusive.

Appendix 1, Annex 3**People and Prizes**

1. Below is a summary of the awards and prizes that have been achieved by our University of Dundee community since the writing of our last UEG report to Court.

Royal Society of Edinburgh (RSE)

2. Three University of Dundee academics are among the newest Fellows elected to the Royal Society of Edinburgh (RSE). The RSE is Scotland's national academy, focused on delivering its mission of 'knowledge made useful'. Fellows are elected in recognition of their impact in improving the world around them.
3. The new Fellows from the University are:
 - Professor Inke Näthke – Professor of Epithelial Biology, Associate Dean for Professional Culture for School of Life Sciences
 - Professor Ewan Pearson – Professor of Diabetic Medicine, School of Medicine
 - Professor Dame Carrie MacEwen – Honorary Professor of Ophthalmology, School of Medicine
4. The award is a clear demonstration of our academic's contribution to our University's mission to transform lives through the creation, sharing and application of knowledge.

Student Volunteer Organisation of the Year Award

5. The annual award is organised by the University's Careers Service and is open to nominations. This year, Roxburghe House was nominated by final-year Nursing student Carlyanne Hutton. Carlyanne first started volunteering in Roxburghe House in 2019, providing social support for patients and assisting staff with a number of tasks. Roxburghe House is a purpose-built unit in the grounds of Royal Victoria Hospital which offers specialist palliative care to patients with a variety of life limiting illnesses.

Appendix 1, Annex 4**UEG Meetings**

1. The University Executive Group has met formally on 9 February, 23 February, 9 March, 23 March and 6 April. The following items were considered:

A. HUMAN RESOURCES MATTERS

- Equality, Diversity and Inclusion
- Industrial Action
- Hybrid Working
- Merit Awards Annual Report

B. FINANCE MATTERS

- Pensions
- Finance Updates
- Budget Planning
- Capital Plan

C. STRATEGIC MATTERS

- University Strategy
 - Strategy and Enabling Strategies
 - Implementation Plans
 - KPI's and Metrics
 - Launch
- Organisational Change
- Risk Register
- Life Sciences Innovation District
- Environmental Sustainability
- Policy Developments

D. ACADEMIC MATTERS

- Academic Excellence and Sustainability
- IDP Connect Market Analysis Phase 2
- School of Humanities, Social Sciences and Law Strategy
- Graduation Planning
- PGR Growth and Targets
- Teaching Excellence Framework
- Honorary Fellowships

E. RECRUITMENT/INTERNATIONAL MATTERS

- Admissions Updates
- Africa Project
- UK Visas and Recruitment
- Shape and Size of Recruitment Ambition



University
of Dundee

Appendix 2

Strategy 2022-2027

Final draft

14 April 2022

Principal's introduction

We are living through times of great change and uncertainty. As a community, we need to recognise our responsibility to face this moment, and bring all our different forms of knowledge, listening skills, creativity, and determination to help meet the challenges ahead.

Climate change, biodiversity loss, and social exclusion present some of the most severe risks to global stability and must be tackled urgently, consistently and clear-headedly. At the same time, the rise of populism has undermined the value of expertise and the purpose of learning, while debate has opened up about the 'value' of higher education.

All this has come alongside COVID-19, and a pandemic that has caused an economic shock at least three times worse than the 2008 financial crisis as well as rising concerns around global security. Those already facing social and economic disadvantage have been disproportionately affected, including significant impacts on population health, wealth and, perhaps most worryingly, hope for the future.

These issues impact us all, drawing into focus the systemic barriers that hold too many people back. I believe the greatest contribution we can make to tackling these global challenges and systemic inequalities is sustained action within our University, across our community, and through our world-wide networks of partners. In particular, our strong and vibrant partnership with our students, current, past and future, is essential for ensuring that the education and student experience we offer are amongst the best in the world.

We are well placed to deliver, firmly rooted in Scotland's City of Design, a beacon for innovation and regeneration, belonging to a strong creative culture, and ranked as a top University globally for climate action.

We don't blithely claim to attract the brightest minds, we grow them. None of us arrives fully realised. We are all students, we are always learning through challenges, through meaningful and respectful interactions with each other, and across boundaries and perspectives. What unites us is that every one of us belongs to Dundee, contributes to a shared set of values, and helps shape our driving sense of social purpose.

We are here to help each other set meaningful goals, inspire each other, and empower one another to have positive impacts. That is why our consultation process was so important to me in developing this strategy. I would like personally to thank every student, member of staff, and friend of the University who took the time to input – whether in one of our open sessions, via email, through staff and student focus groups, or engagement with DUSA and other representatives.

Together we must build on their contributions to form a strong partnership for change. Change will bring new opportunities, but it will also bring challenges. We must meet and overcome these challenges as a caring community and I do not take that for granted. I will make sure that through the planning and delivery of our strategy we continue to ensure time for reflection, opportunities to collectively reimagine our goals and norms, and to keep developing our intelligence.

This strategy aims to develop the University of Dundee as a place where we can each grow our abilities, where people come to be stretched, to contribute, and to have positive impact on the world.

To do that we need to be fiscally responsible as we look to secure the future of our triple intensity across Research, Education and Engagement. We need to be more permeable – open to new ideas, understanding changing needs, collaborating across boundaries, widening access to education, and fully realising the breadth of people who have a stake in what we do.

We have a huge opportunity to build on the social contract we have in our University and with our city to advocate for our values, and to grow our capacity to transform lives. As we succeed we will ensure we remain: of, and for, Dundee.

Professor Iain Gillespie
Principal and Vice Chancellor

DUSA President's Introduction

When you become a student at the University of Dundee you automatically become a member of the Dundee University Student Association (DUSA), and you also become a stakeholder of something far wider and far greater: the future of the University of Dundee and the future of the broader community.

We are experiencing a milestone moment for our university, as we collectively attempt to ambitiously redefine our strengths, our dreams, and our presence in the post-COVID-19 era. None of us should take for granted the ability to benefit from a first-class education, and to participate in the intellectual community of a world-leading, research-intensive institution, that is consistently recognised as one of the best institutions of the nation for student experience. We should cultivate it as a gift and share it with others.

Our university is distinguished amongst so many great others for its student experience because at its heart lies the importance of student engagement and its identity derives from its colourful, proud and diverse student community.

Student representation will be key to the University's ongoing success, and I warmly endorse this document's commitment and emphasis to include student representation as a key factor on all the decisions made within the institution. This is evidence of the importance of student engagement in the consultation. The feedback and insights of students have made this strategy stronger, and I look forward to seeing this partnership developing and impacting communities and individuals far beyond the borders of our campus.

This is perhaps the most exciting era to be part of the Dundee community. We now have a university strategy that aligns with DUSA's vision of a kinder, greener, more diverse global student community. Only by working together can we create a real opportunity to leave behind a memorable legacy over the next five years, to help ensure these themes of DUSA's vision are part of what makes Dundee different and a leader in the sector. Social purpose is at the heart of the University's Strategy, and this represents a call to action for all students to show what marvellous things we can do by engaging meaningfully, dynamically, and with compassion to help shape and deliver impact in the world.

The Strategy paves the way forward, but what matters is not only the Strategy itself but how we can ensure its fruitful materialisation. I know there is much to be done together in the years ahead, but I am certain that Dundee students will bring passion, energy and precious insight to the task that will guarantee the effectiveness of this document.

DUSA and the University will continue to work as strong partners to develop an institution that will provide opportunities to all students to be active members of our community to contribute meaningfully. I am confident that together we can ensure that living the Strategy is a rewarding experience, creating opportunities for students to develop skills and influence, and help ensure that DUSA and the University will continue to set the bar distinctly high for student experience.

Dimitris Vidakis

President, DUSA (Dundee University Students Association)

Our identity, purpose and values

We are a university that holds social purpose, building on our long-standing values, dear to our hearts. We are not afraid to act purposively to make a real difference in the world. The primacy of social purpose was intrinsic in our founding principles and has evolved and grown with us as we continue to transform lives, locally and globally, working together as a community to deliver positive change. We will be “One Dundee”.

Our impact on the world around us is enabled by the intensity of our focus in research, education, and engagement. In the coming decades, this triple intensity will be further enhanced across our university as we ensure that we pursue excellence in all that we do to make a positive difference. The changes we make will ensure that the legacy we pass on will be strong, vibrant, and relevant to current and future challenges we all will face.

Identity

- We are passionate about our social purpose
- We focus our excellence to make a difference
- We are a confident and high performing community
- Though our reach is global, we are of Dundee, and for Dundee

Social purpose inspires us and drives everything we do.

We deliver impact through our graduates and students, our research and scholarship, and our contribution to health, society, and the economy across the globe and here in Scotland. Our students are co-architects of the future and our partnership with them means that the student voice and our commitment to the student experience are, and will remain, distinctive features of the Dundee experience, the “Dundee Difference”. Together with our students, we actively nurture our relationship with wider society, both locally and globally.

We will move forward with confidence, clarity of direction, and focus to ensure that our high performing community continues to have a positive impact on the world around us.

Vision

Our vision is to be a University globally renowned for our social purpose, delivered through our intensity and excellence in research, education and engagement. We will be agile and globally connected, focused on what we do best and where we can most effectively transform lives. Our students will be recognised as talented contributors to the work that is urgently needed to address the most pressing problems facing the world.

Mission

Building on our history and the world-changing heritage of our city, our mission continues to be to *'transform lives through the creation, sharing and application of knowledge'*.

Values

Our core values were adopted in 2012 after a deep and reflective consultation across our extended community. They describe who we are and how we act. They are:

- Valuing people
- Working together
- Integrity
- Making a difference
- Excellence

These values continue to reflect our identity and they inform how we behave, make decisions, communicate and work. We will ensure a culture at our University of empowerment with accountability, and act together as a high performing community. We will work together in the relentless pursuit and delivery of our goals, underpinned by our values.

The Dundee Difference

Active partnership is a distinctive aspect of our University. We are committed to working with our students, actively listening to them and responding to their voice. That commitment is genuine and needs constant work to ensure that it remains a mark of distinction. The partnership between staff and students, between the University and DUSA (Dundee University Students' Association), is fundamental to who we are and to our success and needs to respond to challenges, local and global, as they arise.

This approach extends to how we work with other partners here in Tayside and around the world. We have a strong sense of place, as a beacon within our fast-changing city with world-leading areas of research-intensity characterised by excellence and real-world impact. We have a history of design-led and creative approaches and of educating high quality graduates providing them with the skills to become global change-makers. We benefit from our location with city centre appeal combined with the security of a vibrant campus, and the remarkable quality of the natural environment that surrounds us.

What makes us distinctive and unique is the combination of all of these elements. We call this the **Dundee Difference**.

Our Future Focus

We have significant areas of excellence in research, education, and social impact which enable us to fulfil our mission in transforming lives. However, we can and will do even more to focus our contributions. We have the human, financial, and physical resources to deliver an even stronger and more vibrant university. We also have both the appetite and capacity to embrace positive change, to be fit for the future and to manage the associated risks.

Over the next five-year period, we will continue to grow and focus on our internationally recognised excellence in life sciences, medicine and health, and art and design. We will reinvigorate and enhance our competitive strengths in science and engineering, business, law, social sciences and humanities to meet contemporary challenges, both local and global, in addressing social problems and in meeting the needs of the employment market.

We will confront head-on the challenges and uncertainties that society is facing and support the delivery of the UN Sustainable Development Goals. We will develop priority academic themes to provide focus and concentrate our impact on those areas where we can make the most difference. These are:

- Population Health and Wealth
- Climate Action and Net Zero
- Equity and Inclusion

Investigating these themes in our curricula will ensure that our students will be active global citizens attuned to social needs from the local to the global as well as the ways in which these are interconnected.

We will also strengthen and form new alliances and partnerships, at home and abroad, based on mutual respect and recognition of the need for co-design and co-delivery that meet all of our needs, particularly of those most disadvantaged.

We will be decisive in making choices and initiating changes that will deliver on these themes.

Delivering our Vision

Our academic excellence and impact will be underpinned by strong financial performance, allowing us to invest in areas of strength and champion our values.

Our overarching priorities for delivery against our institutional activities will be:

- **Ensuring our Academic Excellence**
- **Growing our Reach**, particularly in widening access, social inclusion and internationalisation
- **Transforming our University to be a truly Digital Community**

Ensuring our Academic Excellence

We will be clear in determining which disciplines we will focus on, drawing on the best available evidence of our performance in research, education, and engagement. These will be areas where our levels of excellence and intensity mean they are sustainable, deliver outstanding research and impact, are attractive to students and employers, ensure a strong student experience and have clear benefits for society.

We will ensure, through our planning processes, the continuous enhancement of our academic performance, in a focused way, underpinned by financial sustainability. In doing so we will provide a platform for future investment and growth.

Growing our Reach

We have long been committed to bringing the world to Dundee and taking Dundee to the world. In the coming five years the University will become a truly global institution. We already have a track record of international excellence, reach and impact in research. We have expanded the international character of our campuses and this is a continuing focus as we continue to shape our relationship with the wider world post-Brexit. Our global reach will grow with over 2000 students studying internationally for Dundee degrees across a range of disciplines within the coming five years. We are also committed to supporting our UK students to enjoy international mobility opportunities, and, in keeping with our social purpose, to ensuring that financially challenged students can access such opportunities. This

is an important way in which we continue to offer our students the best possible preparation to live and work in a rapidly globalising world.

We will:

- continue to grow our international student community on campus and in-country
- expand outward mobility and our international curriculum, so all students learn as part of a global community and emerge work- and world-ready
- continue to be a welcoming institution focused on social purpose
- be unrelenting in offering a student experience second to none

Transforming our University to be a truly digital community

Our innovative use of digital technologies will be critical to our future approach to education, research and engagement. We will provide innovative digital learning platforms for our students, staff and alumni and will improve our connectivity with partners. Digital enhancement will deliver highly effective, efficient, digitally-enabled ways of working for our students and staff which will allow us to create more choice and flexibility.

Our use of digital technology for research with impact is already at the cutting edge in many areas, not least in health informatics, and we will invest further in the capabilities, infrastructure, environment and training to enable the full benefits of the data revolution to be realised at our University.

Our approach to digital innovation will be ethical, accessible, inclusive, accountable, critical, and reflective.

We will:

- ensure that the student experience and student journey remain uppermost in our priorities
- invest in the skills of our staff and students to enable them to make the most of digital enhancement
- use a “digital first” approach to delivering solutions for research, education and engagement rather than simply digitising existing practices
- focus on achieving the right outcomes rather than implementing specific technologies
- embrace digital technologies that will support our institutional commitment to the ‘just transition’ and delivering Net Zero ahead of 2045
- support this through a creating and delivering an [enabling strategy for Digital](#)

These actions will ensure that we are adapting and shaping the digitally-transformed world so as to better meet the expectations of our students, staff and wider society.

Our Triple Intensity

Our triple intensive University brings excellence to all that we do, with our research, education and engagement all carrying equivalent weight. We are intensive in ensuring that our excellent research has positive impact and inspires our teaching. Our intensity in our innovative educational practices creates world-ready students, imbued with the values of the institution that helps shape them. Our engagement with a wide range of stakeholders, partners, alumni and friends is equally intensive as that network of partnerships confronts the most pressing and urgent challenges facing our society and the wider world.

Together, our triple intensity enables us to deliver on our *raison d’être* – our social purpose.



Triple intensity means that: our research is pushing through the limits of current knowledge and thereby ensuring that our curricula are at the cutting-edge across all subjects; our students participate in research through their projects and by playing an active role in enriching our research culture; the knowledge we gain from our research has practical impact; our educational intensity equips our students with both theoretical knowledge and practical experience to bring to bear in the real world. All three components of our triple intensity inform, inspire and stimulate each other.

Intensity and excellence are complementary aspects of everything we deliver. Intensity implies concentration and volume. Excellence predominantly means quality. It is that excellence, together with intensity, that we constantly strive to achieve in research, education and engagement.

All colleagues have a different contribution to make, and each School's intensity may have its own distinctive shape. Some areas of our University will, by the nature of their discipline or their focus on professional practice, be more or less intensive in the research that they carry out or the direct engagement they have with society. However, we are committed to ensuring that our learning and teaching is always intensive and that there is a relentless focus on excellence in all our areas of our academic activity.

It is the unique formation of these strengths and principles – our triple intensity delivered with active attention to excellence and place – that makes the University of Dundee special and helps us to transform lives.

Research with Impact

The bedrock of Dundee's global reputation for impact is the extraordinary strength of our research.

We will be recognised as a world-leading university, and collaborative partner of choice, founded on the excellence and transformative impact of our research. Our global reach will be recognised, and our social purpose will also champion the delivery of prosperity, jobs and well-being to our local and regional communities.

We value basic, curiosity-driven research as a driver of discovery. We will build on these knowledge foundations to develop new ideas and theories, continuing to develop design-led innovations addressing global challenges in the fields of health, education, sustainability, and social justice.

Our [enabling strategy on Research with Impact](#) sets out the tangible steps we will take to foster a culture of excellence delivering world-class impact transforming lives locally and globally.

Education and Student Experience

We will offer a world-leading education and student experience through a blend of traditional programmes, stackable qualifications and micro-credentials, with flexibility and support to learn on campus, through blended learning or online. Our programmes will develop skills and will support work-based learning to maximise the opportunity for students to move into the world of work.

Our learning and teaching will be student-focused, delivering the best possible student experience and work-ready students equipped for the world that they are destined to shape. To support their development as change-makers, our students will be encouraged to help develop and define the values of the university. Through this ongoing endeavour students will be empowered to help us create and deliver a smooth and seamless student experience from the point of initial enquiry to graduation and beyond, as alumni and continuing members of our community.

Our approach throughout development and delivery of learning and teaching in Dundee, Kirkcaldy and internationally will be through meaningful and sustained partnerships. This is the commitment that underpins our [enabling strategy on Education and Student Experience](#).

Engagement and Enterprise

Dundee is an innovative university, internationally recognised for our enterprise culture and delivering collaborative outcomes that transform lives and deliver economic impact. Our strategy will develop new approaches for creating economic, civic and cultural benefits and sustain Dundee as an engine of start-up and spin-out businesses and increasingly anchor these here in our region.

Our immediate priorities are innovation in the Life Sciences, to be joined by eco-innovation, and the creative industries, including AI and creative computing. Our first focus will be to deliver a globally recognised Life Sciences Innovation District, cementing the reputation of Dundee as a powerhouse of biomedical innovation and broader biosciences.

Dundee is also an exemplar “engaging” university. We actively learn from and work with communities and partner organisations to ensure we deliver our shared priorities in a sustainable, inclusive and socially responsible manner. Our collaborative approach will mobilise staff and students in advancing the practice of engagement. We will build on the achievement of our Gold Watermark for Public Engagement. This will include critically evaluating our impact, widely sharing our expertise, and providing structured programmes of support for regional entrepreneurs and business leaders.

Our [enabling strategy on Engagement and Enterprise](#) sets out how we will achieve this.

Investing in People

Our people are the heartbeat of our University. The drive and passion of our staff, students and supporters is the essential means by which we realise our full potential – both as a high performing community and as a shining beacon for our city.

Our continued success will depend on the enhancement of our global reputation for academic excellence and on achieving growth. We need, therefore, to nurture our people and their talents by embedding throughout the organisation an inclusive culture of empowerment and accountability. This will allow us to celebrate together our differing contributions to the excellence of the institution and to support one another to thrive.

Our priority will be to invest in our people, inspiring them to be innovative and to maximise the impact of their talents for the benefit of wider society. We will create and nurture a vibrant organisational culture, marked by a deep commitment to equality and a celebration of our diversity. We will invest in the capacity of our leaders to ensure they have the skills and abilities they need to inspire others in the delivery of positive transformation. This will be an inclusive, confident, high-performing community in which we manage, develop and celebrate our people and their varied contributions to our social purpose. We will all be accountable to one another for delivery of our key priorities and together we will make the University of Dundee a fantastic place to work.

Our [enabling strategy on People and Talent](#) addresses tangible steps we will take over the next five years in the areas of

- Culture
- Talent
- Transformative leadership

Creating the organisation to deliver our mission

To deliver on our mission, we must ensure we have the culture, capacity, and agility as well as the strong financial platform necessary to flourish.

We will deliver a dynamic shift in remodelling our planning processes. This will be focused on the achievement of excellence while innovating to improve our financial performance and create new opportunities to showcase our research strengths.

We will ensure a culture of empowerment with accountability, and act together as a high performing community to deliver on our social purpose, transforming lives. We will work together as “One Dundee” in the relentless pursuit and delivery of our goals, underpinned by our values.

We will grow income from student recruitment, funded research and our commercial activities.

Most importantly, we will invest in our future, intellectually and financially, and in this strategy and its commitments.

Our measures of success

We will know we have been successful in delivering our strategy when, after five years, we are even more confident in demonstrating our excellence in research, education and engagement, when our digital maturity is more fully realised, and our global reach has continued to expand.

We will have made progress in investing in our people, continued to expand access to our University, and our students and graduates will continue to be our most effective ambassadors by having a positive impact on their communities and workplaces, showcasing the benefits of participation in one of the best learning environments in the UK.

We will also monitor key enablers of our success such as our environmental and financial sustainability.

To help assess our progress towards our five-year outcomes, we have established the following Key Performance Indicators (KPIs) and targets:

Strategic Focus	KPI name	Target (by Year 5)
Education & Student Experience	Overall Student Satisfaction (NSS)	Top 20 in the UK
Research with Impact	Research Grant Income	Target £83m per annum
Engagement	Times Higher Education Impact Rankings	Top 50 in the World
Enterprise	Estimated current turnover of all active spinouts and start-ups	Top 5 in the UK
People & Talent	Staff Survey Recommendation Question	Progress against a baseline to be established in Year 2
Digital Enablement	Digital Business Maturity Assessment (Gartner)	Score 3.50 out of 5.00
Climate Action & Net Zero	Greenhouse Gas net Emissions	On track to achieve 75% reduction compared to baseline by 2030
Financial Sustainability	Cash generation (EBITDA)	EBITDA as a percentage of income of at least 7%

Research with Impact

Recognising strength

The bedrock of Dundee's global reputation for impact is the extraordinary strength of our research. We have the third highest proportion of research-related income of any UK university.

We value basic, curiosity-driven research as a driver of discovery. These knowledge foundations allow us to develop new ideas and theories, and have supported us towards design-led innovations addressing global challenges in the fields of health, education, sustainability, and social justice.

Today we are recognised as one of Europe's most innovative universities, for our commitment to translational research and industry partnerships, especially in our highly intensive research areas of life sciences and medicine.

Strategic vision

We will be recognised as a world-leading university, and collaborative partner of choice, based on the excellence and transformative impact of our research.

We will build on our areas of strength, with a focus on health and wellbeing, sustainability and the just transition, human-centred technologies, and design and creativity. This work will be developed in line with the United Nation's Sustainable Development Goals.

We will strengthen Dundee's position as a knowledge-rich environment, organising interdisciplinary research to support cluster-based talent-development, innovation and dynamic entrepreneurship. Priority cluster opportunities include the Life Sciences Innovation District, Eden partnership, and the city's cultural and creative industries.

Our aim is to champion national, regional and local benefits in terms of prosperity, jobs and wellbeing.

Supporting excellence

Investing to enhance performance and reputation:

- We will grow our research capability, and scale with focused investment and retention of top talent.
- We will establish new leadership teams, aligned to our thematic priorities, and establish new interdisciplinary research institutes.
- We will create an annual Strategic Research Fund to invest in the research base.
- We will increase our number of research-active staff by 2027.
- We will significantly grow our research income by 2027 by ensuring that all academic staff pursue external funding, against benchmarked targets, supported by a consolidated Research and Innovation Service.
- We will diversify research funding sources, with emphasis on pursuing UK Research and Investment funding across all Schools and growing industry income.

A vibrant research culture:

- We will double the size of our postgraduate researcher (PGR) community by 2027.
- We will promote a culture of open research, inclusive of open access publishing and fair open data, prioritising best practice in relation to researcher integrity and inclusivity.
- We will enhance our digital research capabilities – including high performance computing, artificial intelligence, informatics, immersive realities, apps and games, simulations and programming.
- We will promote a culture of shared endeavour across of academic and professional service teams.

- We will ensure research excellence is harnessed to maximum benefit for student experience.

A broad spectrum of approaches:

- Along with our commitment to 'research with impact' we will continue to grow a vibrant curiosity-driven research-base in pursuit of new knowledge.
- We will partner with Scottish Enterprise, to bring expertise to support the Life Sciences Innovation District as a pathfinder to regional economic development.
- We will support staff to build reputation for translational research through policy engagement.
- We will embed enterprise and innovation in all teaching and PGR programmes.
- We will nurture commercial partnerships through research services, licensing deals, and new spinouts.

Widening engagement:

- We will extend our strategic partnerships in the region, across Scotland, the UK and internationally to attract major investment to ensure the sustainability of our research.
- We will grow our international Joint Programmes and Institute in China delivering educationally excellent global programmes, maximising collaborative research opportunities, launching new national and international doctoral training programmes and growing our global footprint in new geographies consistent with our social purpose.
- We will promote the University globally to celebrate, inspire and leverage academic reputation and will proactively improve standings in international reputational league tables.
- We will build on our reputation as the first university in Scotland to achieve a Gold Watermark from the National Coordinating Centre for Public Engagement.

Education and Student Experience

Recognising strength

We are renowned for our world-class education, highly rated student experience, and sector-leading widening access programmes. We have forged strong international ties and are actively developing strategic academic partnerships overseas globally. At every level we are engaged with people and institutions around the world, creating opportunities to bring the world to Dundee, and take Dundee to the world.

Strategic Vision

We will offer world-leading education and student experience through a blend of traditional programmes, flexible and stackable qualifications, with flexibility and support for learning on campus, online, or in blended ways.

All programmes will offer students opportunities to benefit from work-based learning, and support successful transitions into the world of work.

Our students will be change-makers: able to actively engage with knowledge, reflective thinkers helping to challenge and broaden the curriculum, lifelong learners helping to extend our networks of interpersonal relationships outwards, while shaping our values as ethically conscious members of our community.

Supporting excellence

Excellent student experience:

- We will support learning, freedom of speech and mental wellbeing amongst our students.
- All students will have opportunities to participate in university, employer and third sector placements to promote skills development and employability. This will include city-based, national and international opportunities that meet their aspirations and career ambitions.
- We will ensure that our student experience is first-rate, supporting meaningful interactions and transitions between students, staff and alumni communities.
- We will reinvigorate our Student Partnership Agreement as a co-operative framework for delivering measurable and tangible improvements in the student experience and students support.

Our academic portfolio:

- We will build on existing strengths to develop a world-leading and globally attractive portfolio of research-informed degree programmes.
- Our programmes will encourage interdisciplinarity, breaking down artificial barriers between disciplines and enabling students to be curious and follow their interests.
- We will deliver a curriculum focused on excellence, need, demand, and opportunity.
- We will ensure that students are co-creators and partners in portfolio/programme development, working with them to ensure our education activities are sustainable and support the University's Net Zero target by 2045.
- Our approach to learning design will encourage the integration of campus and digital capabilities to produce excellent programmes offering flexible delivery.
- Assessment and feedback will be efficiently delivered and authentic in nature, helping students to develop skills relevant to the world of work and further study.

An Academy:

- We will develop and create a new University Academy for learning and teaching, which will provide Curriculum Design Principles to support curriculum development, teaching excellence, and academic scholarship.
- This Academy will support digital skills training for staff and students, to allow them to contribute to development of our digitally enabled campus and grow their digital competencies.
- It will support academic scholarship, helping staff and students to develop projects that are aligned to institutional education priorities, are evidence-based, and undergo appropriate evaluation.
- Through the development of high-quality scholarship activities, the Academy will support staff to measure their personal development, helping them to lead ownership

of objective setting and reviews, articulate ambitions, and prepare for promotion opportunities.

Inclusion and Attainment:

- We will celebrate diversity as a defining strength of our international community.
- We will expand and widen access, enable greater participation in learning, and reduce inequalities that exist for our students.
- We will design our recruitment efforts to reach a global and more diverse pool of applicants.
- All students will be encouraged to advocate for their interests, and help shape an equitable and inclusive University of Dundee community.
- We will ensure, via our Student Services, that digital poverty is addressed and that students have access to devices/connectivity so that their learning is not impaired.
- We will support staff and students to grow their leadership skills to nurture inclusive and diverse teams.

Excellent Student Services Provision:

- Our Student Services will ensure all students have equal access to University support, experience consistent standards, and have their requirements recognised.
- Our services will ensure that students are signposted to, and can access, appropriate wellbeing or mental health services on campus or in the community.
- We will ensure that we maintain the safety and security of our students.
- We will communicate with our students effectively, ensuring that they have timely and accurate information concerning their studies, extracurricular opportunities, and the student support available to them

Engagement and Enterprise

Recognising strength

The city locates us in a network of dynamic relationships: its economy, its natural resources, its culture and imagination, social institutions, and knowledge networks. These networks have shaped our ethos, through its history of radical thought, passionate creativity, and commitment to social equity. We realise our possibilities in the world together. In return, we feel our responsibility to play our part in their wellbeing. Our power to advance those ecosystems through joint working has been proven.

Through collaboration with the regional National Health Service Board we have transformed lives by making Dundee the first city in the world to eliminate hepatitis C. Our partnership with Dundee City Council helped attract the V&A Dundee (Scotland's Design Museum), and supported the city's achievement of UNESCO City of Design status. The University's reputation was key to attracting the Eden Project to Dundee, with plans to open a world-leading centre of education, ecology and inclusive community practices driving urban regeneration.

The strength of these relationships has not gone unnoticed. Our commitment to translational research through industry partnerships has earned us recognition as one of Europe's most innovative universities. Our enterprise culture, drawing from innovative research and

education, is strongly geared to creating prosperity and wellbeing, and leads to consistent recognition as one of the top universities for our success in the creation of spin-out companies. We are also the first university in Scotland to win an institutional Gold Watermark from the UK National Co-ordinating Centre for Public Engagement. Meanwhile our enterprise culture, geared at creating prosperity and wellbeing, has seen us ranked 5th in the UK and first in Scotland for the successful creation of spin out companies.

Strategic vision

Our immediate priorities are innovation in the Life Sciences, to be joined by eco-innovation (including Net Zero), and the creative industries, including AI and creative computing. Our first focus will be to deliver a globally recognised Life Sciences Innovation District, cementing the reputation of Dundee as a powerhouse of biomedical innovation and boarder biosciences.

We will listen and learn so we co-create economic, civic and cultural benefits in a sustainable, inclusive and socially responsible manner.

We will sustain Dundee as a globally recognised engine of start-up and spin-out businesses, developing our ability to grow and retain companies and wealth-creation in the region.

Our One Dundee approach will mobilise staff and students in engagement, widely sharing our expertise where sought.

Supporting excellence

Working with partners:

- Our strategy will allow for different approaches when working together to help deliver the best outcomes for diverse communities and partners.
- We will deliver a Life Sciences Innovation District – in partnership with Dundee City Council, the private and charitable sectors – cementing the reputation of Dundee as a powerhouse of innovation.
- We will work with strategic partners, including the Eden Trust, to deliver the net zero just transition for the region and sustainable futures worldwide.
- We will lead decommissioning of oil and gas infrastructure in the North Sea whilst promoting wider decarbonisation ambitions through the Dundee Climate Change Leaders Group.
- We will continue to lead the cultural and creative sector within the city and region, especially in the post-COVID recovery period. Our international ambitions will be developed through collaborations via the Creative Cities network involving the global family of UNESCO Cities of Design.
- We will create opportunities for students and staff to collaborate with stakeholder organisations (local government, third sector and community groups) to promote more liveable, inclusive and sustainable living.
- We will develop at least one global priority area for successful community engagement and impact.

An engagement framework:

- We will refresh analysis of the impact of the University on jobs and the economy, allowing us to critically reflect on the impact of university spending, student

spending, commercialisation and spin-out activity, tourism, capital projects and community projects in the city.

- We will listen to all the communities we engage with, and work together with them to deliver positive social impacts.
- We will explore lifelong learning, professional education, and continued professional development markets to diversify knowledge transmission.

Structure and support:

- We will extend the reach of the business creation activities supported by the University's Centre for Entrepreneurship, and Research & Innovation Services.
- We will establish a clear framework for recording our engagement activities and their impact.
- We will ensure engagement with relevant politicians, civil servants and public bodies at Scottish and UK level to help advance purposeful collaborations.
- We will provide training and opportunities for staff and students to develop their public engagement activities, enabling all to take pride in sharing and developing their knowledge with others.
- We will provide structured programmes of support for regional entrepreneurs and business leaders.
- We will ensure that contribution to enterprise, engagement, and social purpose is recognised in staff workloads, performance, and promotion.

People and Talent

Recognising strength

The University of Dundee, with a population of over 16000 students and 3300 staff, is a complex, imaginative, and collaborative community.

The opportunities to participate in it are endless. That is one reason Dundee is consistently rated as one of the best places in the United Kingdom to be a student, while over 90 percent of staff agree that the University of Dundee is a great place to work.

We are an engaged university. Our whole community has been engaged in the process of transforming our teaching, research, engagement, governance, recruitment, and student experience: all leveraged to sustain a diverse and inclusive culture, and create a positive influence in the world.

Through our Athena SWAN Charter Action Plan, Race Equality Charter and many other internal initiatives, we have taken actions to help ensure equity and inclusion.

We are each other's friends, colleagues and supporters – working together to help one another achieve our ambitions.

Strategic vision

Our vibrant organisational culture will be nurtured by a deep commitment to equality and a celebration of our diversity.

We wish to inspire and support all colleagues to shape their own contributions to the organisation, whether through delivery of their formal roles, or being empowered to innovate and to achieve greater efficiency and effectiveness in their own work.

Our aim is to be an employer of choice for highly talented academic and professional service colleagues, demonstrating clearly how we provide an environment where staff perform at the very highest level.

Ours will be a dispersed model of leadership, allowing us to be dynamic and forward-looking in identifying the capabilities that are needed for us to achieve excellence in all aspects of our mission.

Supporting excellence

Culture:

- We will engage proactively in the struggle to overcome all forms of discrimination and the ongoing impacts of historical injustice, within and beyond our community, supporting the dignity, health and wellbeing of all.
- We will energise and empower all staff and students to be fully engaged, to work effectively together and to be accountable for their own personal contributions to shared goals.
- We will support the career ambitions of staff in relation to both their personal and professional development and career progression, but in doing so also encourage them to take ownership and responsibility for their own careers and for the quality of their contribution.
- We will seek to embed practices, processes, and performance expectations that provide clear guidance as to how individual ambitions can best be aligned to our shared strategic aims.
- We will foster a culture of empowerment with accountability by grounding it in relations of mutual trust that will characterise our mode of engagement across the entire organisation.
- We will introduce appropriate opportunities for all to engage in open and transparent exchanges of perspectives as our strategy is implemented.
- We will review the structure and practice of our equality diversity and inclusion work so that it becomes fully embedded in all we do.
- We will take a holistic approach to supporting the health and wellbeing of all staff.
- We will promote the global outlook and impact of our staff.

Talent:

- We will position the University as an employer of choice that will attract applicants with the greatest potential.
- We will introduce practices that deepen the shared understanding of excellence of academic and professional service staff.
- We will ensure that our reward and recognition practices represent best practice in the sector for all staff groups.
- We will provide exemplary staff development programmes that will facilitate all staff to be proactive in advancing their careers.

Transformative Leadership:

- We will embed strategic workforce planning into our integrated planning process.
- We will launch a set of initiatives to enhance the leadership qualities of staff at all levels.
- We will review our workload allocation models and practices to ensure that they are fair, transparent and maximally effective.
- We will complete a review of our staff appraisal processes.

Digital

Recognising strength

The digital revolution has transformed the ways staff, students, prospective students and stakeholders interact and engage with the world, and we will work to ensure they are well positioned to play a role in charging digital interactions with social purpose.

Our community has the potential to lead in a complex world, using technology to advance knowledge, connection and creativity.

Already our researchers and clinicians are developing artificial intelligence (AI) to help diagnose skin cancer, spin-out company Exscientia is at the forefront of AI-driven drug discovery and design, and we are also leading work to tackle key biosciences 'big data' challenges.

The pandemic has demonstrated that working digitally is more important than ever before. We are now ready to enter a new era, building on our proven adaptability and commitment to designing for change.

This will require a step-change, and we recognise we have more to do to meet our digital ambitions.

Strategic vision

Our goal is to promote enlightened engagement with new and emerging technologies, along with critical reflection on the impacts they have on people and planet.

We will experiment and encourage learning to unleash the potential of digital information and technologies to transform our research, education and engagement and provide the best possible user experiences.

We want everyone across our community to be confident applying an agile mindset and taking a 'digital first' approach to delivering solutions.

We will deliver digital and campus experiences, blended seamlessly through the development of a Digitally Enabled Campus.

Our digital infrastructure will support and enable world-class research, research-led teaching, and engagement activity, delivering and enhancing services people want to use rather than have to use.

Digital information and technology will support targeted recruitment activity, as well as deepening our partnerships.

Waste will be reduced, costs lowered, and staff liberated to focus on high value activities, such as delivering on our climate commitments.

Supporting excellence

Strategy and skills:

- We will develop staff and students who are confident in the rapidly changing digital environment, leveraging communities and networks to support each other.
- We will publish a Digital Strategic Plan annually, and iteratively improve our digital services and technologies through stakeholder feedback.
- We will introduce smart practices to all aspects of the University.
- We will improve the integration, resilience, and reliability of our digital infrastructure using a blend of cloud and on-premises standards.
- We will take advantage of flexibility in staff recruitment, employment practices and new ways of working.
- We will embrace digital technologies which support our institutional commitment to the 'just transition' and delivering net zero ahead of 2045.
- Our approach to digital will be ethical, accessible, inclusive, accountable, critical, and reflective.
- We will invest to improve our cyber security.

Supporting research and innovation:

- We will create a dedicated team to support the research journey from grant through to delivery.
- We will promote a culture of innovation, eliminating duplication and waste, and empower our staff by providing secure, user-orientated services.
- We will support research areas utilising high performance computing (HPC), big data, artificial intelligence and the Internet of Things, and ensure our infrastructure remains world leading.
- We will enable our researchers and partners to make the most of large data sets (for example through appropriate governance) and encourage increased use of digital working practices in research.

Enhancing our education portfolio:

- We will create a dedicated Learning and Teaching team to support education activity encompassing both online and on-campus environments.
- We will ensure students and staff gain confidence in digital learning environments and develop our practice in new and existing digital technologies, such as artificial intelligence (AI), virtual reality (VR) and augmented reality (AR).
- We will grow our portfolio of attractive blended and online qualifications, (including degrees, sub-degree qualifications, micro-credentials, and continuous professional development); maximising learner choice, flexibility and supporting lifelong learning.
- We will enhance our education programmes and digital learning resources in partnership with existing and new global partners and suppliers.

- We will measure and improve engagement and retention of our student population.
- We will facilitate enhanced growth in student recruitment and target our conversion efforts by unifying interactions and communications with enquirers, applicants, and students.

A porous University:

- We will reduce digital inequality and improve the accessibility of our digital services, to enhance our global reach and impact in education, research, and innovation.
- We will work ever more closely with key local partners including the National Health Service, Dundee City Council, and local enterprises on mutually beneficial service developments.
- We will create digitally enabled hybrid spaces to enhance collaboration across social networks.



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Appendix 3**COMMUNICATION FROM THE SENATUS ACADEMICUS****(Report from the Meeting held on 23 March 2022)****1. REPORTING TO UNIVERSITY COURT**

The following items were selected by Senate to highlight to Court:

Senate's discussions on:

- Changes to Senate Membership and Implementation of the Effectiveness Review.
- Adoption of the IHRA definition of Antisemitism.
- Arrangements for Teaching & Assessment in 2022-23.
- The University's response to the conflict in Ukraine.

2. TABLED QUESTIONS**Transfer of Research Facilities to City Campus**

The Senior Vice-Principal confirmed that the detail of how costs relating to the transfer of animal research facilities from Ninewells to City campus would be met would be worked through by the Schools of Medicine and Life Sciences in consultation with the research units involved. He explained that the facilities were considered as essential infrastructure for the Schools and thus generally should not be charged to individual research project accounts. The Dean of Life Sciences confirmed that any future changes to resource unit charges would be introduced gradually.

Workload Allocation Models

On the question of apparent inconsistencies in workload allocation calculations in different Schools, the Senior Vice-Principal noted that differences in approach occurred across the range of academic disciplines. He explained that the Deans Group had sought to encourage greater co-ordination and transparency in the workload allocation modelling process.

The Senior Vice-Principal emphasised the need to move away from an overly complex and fine-grained model that was very time-consuming to construct. He explained that a broader and more strategic approach would be introduced to help focus on staff strengths and align with the Schools' plans and objectives.

Commercialisation of Research

On the question of integrating commercialisation into the workload allocation model, the Senior Vice-Principal explained that levels of activity varied across disciplines and that there were good opportunities to learn from colleagues in Schools with more experience in this area. He noted that workload issues would be considered on a case-by-case basis to ensure good alignment with School priorities.

3. PRINCIPAL'S REPORT

The Senatus received a verbal update report from the Principal.

The Principal reported that Court had adopted the proposed University Strategy at its meeting in February. He explained that work to optimise the Strategy for presentation was underway and that plans for a formal launch, starting in May 2022, had been agreed.

The Principal noted that the central concept of triple intensity (in teaching, research and engagement) would be emphasised in the presentation of the University's strategic plans. He explained that implementation of the strategy was the vital next step and that plans for roll-out over the course of 2022 were being finalised. He welcomed the input from Senate at its last two meetings and urged members to remain engaged throughout the implementation process.

The Principal reflected on the increased activity on campus made possible by a cautious relaxation of Covid-19 restrictions. He noted the traditional St Patrick's Day events and the first Varsity student sports competition since 2019 as examples of a welcome return to student life on campus.

The Principal reported on preparations for graduation in June 2022 and noted the extra ceremonies scheduled to allow the return of graduates from 2020 and 2021. He invited members of Senate to help celebrate the achievements of students by attending graduation ceremonies and related events.

The Principal reported on progress made in relation to the Eden Project. He noted continued discussions with the Northwood Charitable Trust, local partners and national governments on fundraising and planning issues.

The Principal emphasised that the Eden Project held many opportunities for the University to further its strategic goals and research themes related to climate action and net-zero initiatives. The Principal reported that the University was in the process of commissioning its own carbon audit. He explained that the institution needed to increase the pace of change to meet its ambitions and noted that a comprehensive plan would be in place by September.

The Principal highlighted the Election of the Chair of Court and noted that voting would open on Wednesday 30 March and close on Friday 1 April. He explained that the two candidates had been identified through a rigorous selection process, that all current staff and students were eligible to vote and that the hustings would take place on Monday 28 March 2022.

The Principal explained that a strong Chair of Court was vital for the future success of the University and asked all Senators to play their part in the democratic process.

The Principal noted the results of the recent DUSA Executive election and looked forward to welcoming the new team to Senate in due course. He expressed his thanks to the current Executive members for their ongoing contributions to the Students' Association and the wider University community.

The Principal noted ongoing reviews in several HE policy areas, including a review of UKRI (UK Research and Innovation) strategy and the challenging funding settlements announced in recent budget statements. He noted that the results of REF 2021 would be released in early May, before the next meeting of Senate.

The Principal reflected on the conflict in Ukraine and acknowledged the need to support staff and students most affected. He reiterated the University's condemnation of the invasion and expressed

his thanks to the community who have offered support in numerous ways. He explained that the University had begun to realign its approach to humanitarian scholarships and was working with CARA (Council for At-Risk Academics) to identify ways it could support academics directly affected by the conflict.

The Principal concluded his update by highlighting three items of good news for the University.

- A new memorandum of understanding was signed between the School of Business and Al-Maktoum College of Higher Education, building on existing links and a shared ethos.
- Professor Inke Nāthke (School of Life Sciences), Professor Ewan Pearson and Professor Dame Carrie MacEwen (School of Medicine) were elected as Fellows of the Royal Society of Edinburgh.
- The University achieved a 5 Star rating by QS Quacquarelli Symonds, the international higher education specialists.

The Senatus decided:	to note the report.
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4. UNIVERSITY COURT

The Senatus received a communication from the meeting of Court held on 15 February 2022.

The Principal noted that the current Chair of Court would demit office at the end of the academic year. Members of Senate suggested that the Chair of Court should be invited to the May meeting of Senate.

The Senatus decided:	to invite the Chair of Court to its meeting in May 2022; and
	to note the Report.

5. CONVENER'S REPORTS

International Committee

The Vice-Principal reported that the Group set up to help manage operational issues during the pandemic had been stood down and any outstanding business would be taken up by the International Committee.

On the conflict in Ukraine, the Vice-Principal reported that five working groups had been established to help take forward a range of actions aimed at supporting current and prospective students from Ukraine and the wider region.

Senate noted that the University had received queries from international students studying in Ukraine seeking information on transferring their studies to Dundee.

The Vice-Principal welcomed the response from staff and students since the start of the crisis and noted that some staff members had volunteered as potential hosts for refugees under national humanitarian schemes.

Senate noted that the University was working with colleagues from across the sector, including the Council for At-Risk Academics (CARA) who had facilitated contact with post-doctoral researchers based in the region.

Senate heard that each School would be asked to nominate a main contact to enable good co-ordination and communications in response to queries or requests for assistance.

The Vice-Principal explained that the University would offer free access to pre-sessional English Language provision and use its existing Humanitarian Scholarship Scheme to help support eligible students.

Senate noted that the University would also support current staff members with links to the region, including referral to sources of immigration and legal advice. Senate also noted that a Support Group had been formed with participation of staff members with family connections to Ukraine.

Research and Knowledge Exchange Committee

The Vice-Principal noted that the Research & Knowledge Exchange Committee had received the Doctoral Academy Annual Report covering 2021 and commended the Academy's efforts to enhance support available and promote the well-being of postgraduate researchers. The Vice-Principal agreed to circulate the Report to Senate, for information.

The Vice-Principal confirmed that the University's REF 2021 results would be received on 9 May 2022 before being made public on 12 May 2022. Senate was asked to note that invitations to REF Results events would be sent out to applicable staff groups.

The Vice-Principal highlighted proposals for a Scottish Universities Press (SUP) that would publish monographs on an open access basis. Members were asked to note the Call for Nominations to the SUP Editorial Board and were advised to contact the Director or Assistant Director of the Library & Learning Centre, for more information.

Learning & Teaching Committee

The Vice-Principal highlighted the recent communication sent to all staff on the proposed arrangements for delivery of teaching in the next academic year. He outlined plans for a near normal campus in the next academic year but also emphasised that the new-normal would not involve a simple reversion to pre-Covid practices.

The Vice-Principal explained that the delivery of teaching and assessment needed to be informed by the lessons learned and experience gained over the course of the pandemic period.

Members of Senate noted that for programmes with large numbers of students, delivery of teaching in person was resource intensive as it involved splitting cohorts into smaller groups and repeating delivery.

The Vice-Principal emphasised the importance of ensuring that there was a high-quality student experience available on campus. He acknowledged that large class sizes were challenging and agreed to talk through specific issues with Schools to help them find the right balance of provision.

Members of Senate discussed the benefits and potential drawbacks of moving to wider use of online assessment, as opposed to traditional written examinations. The proliferation of online services that could enable student academic misconduct was noted. Members observed that distance learning

programmes in the University had successfully designed and delivered online assessment that avoided the influence of online contract cheating and essay mills.

Members also discussed the problem of low attendance rates reported by some Programmes during the current semester. Senate noted that poor attendance had a direct impact on student attainment, progression and retention. Members agreed that students' negative perceptions on the quality and relevance of in-person delivery needed to be understood and systematically addressed.

The Vice-Principal agreed that the next academic year would involve a recalibration and rebalancing of teaching delivery and assessment methods. He emphasised the need to retain the flexibility offered through a blended approach especially where this enabled wider access and had been strongly supported by students.

The Vice-Principal explained that the University's plans for teaching and assessment would continue to evolve in the coming months. He agreed to support Schools and Programmes in the development of local plans to ensure that the best possible student experience was available in the next academic year.

The Senatus decided:	to note the Reports.
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6. ADOPTION OF THE IHRA DEFINITION OF ANTISEMITISM

Senate was invited to note the results of an extended Consultation on the adoption of the International Holocaust Remembrance Alliance (IHRA) definition of antisemitism and discuss next steps.

Senate noted the range of responses from Schools and Directorates and the feedback received from student groups collected in partnership with DUSA. Members acknowledged that the views contained in the Report came from a good cross-section of the University's population and expressed some deeply held views from individuals and groups. The Deputy Secretary contrasted the level of detail received in the responses and the relative lack of clarity on an agreed way forward.

Senate noted the need to balance the unequivocal condemnation of racial and religious discrimination with expressions of concern over potential limitations on academic freedom that the adoption of a specific definition might entail. The Principal acknowledged that many members of Senate would have strong feelings on the issues involved and thanked the Deputy Secretary for the balanced and inclusive way in which the consultation was carried out.

The University Secretary reflected on sector-level meetings to discuss related issues and the recognition that antisemitism was a problem that needed to be addressed, both within the Higher Education sector and wider society. He noted that the adoption of the IHRA definition of Antisemitism (with caveats suggested by the Home Office Select Committee and/or without the examples given by IHRA) had been suggested as a compromise position.

Senate noted that DUSA had clear antisemitism and anti-racism policies and were content to adopt the IHRA definition (with caveats).

Senate also noted that some Schools had argued for the need to be clear in the rejection of antisemitism and that non-adoption of the definition would give the wrong message.

Members noted reports from Jewish staff and students that they had been made to feel uncomfortable as a minority group on campus and had suffered discrimination. It was argued that the adoption of the IHRA definition, with caveats, would send a strong message and that Jewish members of the University community would feel welcomed and valued.

Some members of Senate expressed concerns over the unintended consequences of creating a hierarchy of racism, where some forms of intolerance are seen as inherently worse than others. The argument was put that the University's current position, where all forms of racism are condemned equally was sufficient. It was argued that practical measures to ensure that current policy was implemented uniformly would be preferable to adopting a stronger stance that applied only to particular groups.

Other members argued that if a problem with discrimination against a particular group had been identified then the University had an obligation to do everything it could to address the issue. It was suggested that the adoption of a clear definition would be a good starting point for further action.

Members reported that the examples used to support the IHRA definition were problematic for many colleagues. It was argued that while the broad definition might be uncontroversial, the very specific detailed examples given in the document seemed to prohibit the discussion of particular issues in a way that might be incompatible with open academic debate. Members noted that it would be more helpful to focus on identifying positive ways of welcoming and celebrating Jewish members of the University's community.

The Senior Vice-Principal noted that the adoption of a definition could be seen as a procedural gesture but argued that it could also be an important signal that there was institutional recognition of the need for action and this would be appreciated by members of the community

The Principal took the mood of the meeting, noting that while some individual members of Senate did not agree with the adoption of the IHRA definition there was a clear majority opinion from Senate members in favour of adoption of the definition along with the clarification provided by the Home Office Select Committee caveats, as well as the examples accompanying the definition. There being very few dissenting voices, the Principal moved to adopt the definition by majority consensus, and this was supported by the Senate. Senate noted the aim of adopting the IHRA definition in a way that was compatible with existing policies on academic freedom and institutional autonomy.

The Senatus decided:	for its part, on the basis of overwhelming support in the meeting, to recommend that the University adopt the IHRA definition of Antisemitism with examples and caveats; and
	to note that the following individual members of Senate did not support the adoption of the IHRA definition and had requested that this was formally recorded in the minutes of the meeting: Dr Martine Van Ittersum

7. SENATE MEMBERSHIP FROM 2022-23

Senate was invited to discuss and approve arrangements for Senate Membership from the Schools from 2022-23 onwards.

The Principal explained that the creation of the new School of Humanities, Social Sciences and Law would reduce the number of Schools from 10 to 8 from 1 August 2022.

After due deliberation Senate agreed to recommend that each School elect four members of academic staff to serve on Senate.

Members of Senate highlighted the need to address the issue of School representation on Senate Committees, the small number of professorial staff available for election in some Schools and the introduction of staggered periods of office for elected members, to ensure that not all members demit office in the same year.

Senate noted that outstanding issues would be referred to the Effectiveness Review Implementation Group for further consideration.

The Senatus decided:	to recommend that each School elect four members of academic staff to serve on Senate from 2022-23 onwards.
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8. STUDENT TERMS & CONDITIONS 2022-23

To approve the standard terms and conditions for students and applicants 2022-23.

The Senatus decided:	to approve the Student Terms & Conditions 2022-23 on a substantially as presented basis.
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9. STAFF COUNCIL

The Senatus received a Report from the meeting of Staff Council of 7 March 2022, for information.

The Senatus decided:	to note the Report.
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10. ACADEMIC CALENDAR 2022-23

To note the draft Academic Calendar for 2022-23.

The Senatus decided:	to note the draft Academic Calendar.
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11. SENATE EFFECTIVENESS IMPLEMENTATION

To note proposed Implementation of Senate Effectiveness Recommendations

The Senatus decided:	to ask members interested in participating in the Implementation Working Group to contact the Clerk to Senate.
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12. STUDENT GOVERNANCE OVERSIGHT GROUP

To approve the Report from the meeting of 12 November 2021 and the CHP Annual Report.

The Senatus decided:	to approve the Report and the CHP Annual Report.
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13. FINANCE & POLICY COMMITTEE

Report from the meeting of 18 January 2022, for information.

The Senatus decided:	to note the Report.
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14. DUSA ELECTIONS

To note the results of the DUSA Executive Election in Semester 2.

President	Nyasha Mutembwa
Vice President Academia	Zechariah Laari
Vice President Representation	Obiozor Okoro
Vice President Student Wellbeing	Amarachi Ejim
Vice President Student Activities	Zining Li
Vice President Community	Jazmine Bennett
Vice President Fundraising	Vacant (By-Election to be Held)

15. HIGHER DEGREES

(i) The Examining Committees have recommended the award of higher degrees to the candidates named in Appendix D (available in Teams only). A copy of each report is available for inspection.

(ii) The Examining Committees have recommended that the following PhD degree students' theses are revised and resubmitted (within timescale indicated in Appendix D).

16. PROFESSOR EMERITUS

Subject to the concurrence of Court, to confer the title of Professor Emeritus upon

Professor Keith Matthews

Professor Alice Belcher

Professor Annie Anderson

17. GRADUATION SUMMER 2022

To note timetable for graduation ceremonies in June 2022.

- Class of 2022 – 22 June to 24 June 2022
- Class of 2020 and 2021 – 28 June to 1 July 2022

18. QUALITY & ACADEMIC STANDARDS COMMITTEE

The Senatus received a Report from the Quality & Academic Standards Committee meeting held on 22 February 2022, for information.

The Senatus decided:	to note the Report.
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19. INTERNATIONAL COMMITTEE

The Senatus received a Report from the International Committee meeting held on 3 March 2022 for approval.

The Senatus decided:	to approve the Report.
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20. RESEARCH & KNOWLEDGE EXCHANGE COMMITTEE

The Senatus received a Report from the Research & Knowledge Exchange Committee meeting held on 3 March 2022, for approval.

The Senatus decided:	to approve the Report.
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21. LEARNING & TEACHING COMMITTEE

The Senatus received a Report from the Learning & Teaching Committee meeting held on 8 March 2022, for approval.

The Senatus decided:	to approve the Report.
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22. SUMMARY REPORTS OF SCHOOL BOARDS

The Senatus received Summary Reports from School Boards.

The Senatus decided:	to approve the Reports.
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23. UNIVERSITY COMMITTEE ON ACADEMIC MISCONDUCT

The Senatus received Reports from the University Committee on Academic Misconduct meetings held on 18 February and 9 March 2022, for approval.

The Senatus decided:	to approve the Reports.
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Appendix 3, Annex 1



1 August 2022 – 31 July 2023

MONTH			MEETING	START TIME	WEEK
AUGUST 2022					
1	MON		Last day for results/issue of Termination Letters		
2	TUE	C	Governance & Nominations Committee	10.05	
		C	Finance & Policy Committee	14.05	
3	WED		Culture & Arts Committee	10.05	
10	WED		UEG	09.05	
12	FRI		Student Recruitment & Admissions Committee	09.05	
15	MON		Last day for lodging Appeals	09.35	
16	TUE		Audit & Risk Committee	14.05	
17	WED		University Management Group	14:05	
18	THU		Professional Services Group	10:05	
19	FRI		Last day for School ToS Committee Meetings		
23	TUE		Learning & Teaching Spaces Sub-Committee	14:35	
24	WED		UEG	09:05	
25	THU		Programme Approvals Group	15:05	
30	TUE		Senate Termination of Studies (Appeals) Committee	09:05	
31	WED		Risk Management Oversight Group	10:05	
		C	Health & Safety Sub-Committee	14:05	
SEPTEMBER 2022					
1	THU	C	Court Retreat		
2	FRI	C	Court Retreat		
5	MON				
			Equality, Diversity & Inclusion Committee	14:05	
7	WED		UEG	09:05	
8	THU		Local Joint Committee	09:05	
9	FRI	S	Doctoral Academy Board	14:05	
12	MON				
13	TUE	S	Quality & Academic Standards Committee	10:05	
		S	University Research Ethics Committee	14:05	
16	FRI		UEG Away Day		

19	MON		Welcome Week		Week 0
			Principal's Welcome	10:05	
21	WED		UEG	09:05	
			Professional Services Group	14:05	
22	THU	S	Research & Knowledge Exchange Committee	14:05	
26	MON		Semester 1 begins		Week 1
			School Boards in Week 1		
		S	Senate Business Committee	16:05	
27	TUE	S	Learning & Teaching Committee	10:05	
			International Committee	14:05	
29	THU		Programme Approvals Group	10:05	
OCTOBER 2022					
3	MON				Week 2
4	TUE		Student Recruitment & Admissions Committee	10:05	
5	WED		UEG	09:05	
			Readership & Personal Chairs Committee	14:05	
6	THU	C	Welfare & Ethical use of Animals Committee	14:05	
10	MON				Week 3
12	WED	S	Senate	14:05	
17	MON				Week 4
		C	Governance & Nominations Committee	10:05	
18	TUE				
		C	Finance & Policy Committee	14:05	
19	WED		UEG	09:05	
20	THU		Professional Services Group	14:05	
24	MON				Week 5
		S	Quality & Academic Standards Committee	10:05	
25	TUE				
		C	Audit & Risk Committee	14:05	
26	WED		Research Governance & Policy Sub-Committee	10:05	
		S	Digital Committee	10.35	
			University Management Group	14:05	
27	THU		Programme Approvals Group	14:05	
		C	People & Organisational Development Committee	14:05	

28	FRI	S	Doctoral Academy Board	14:05	
31	MON		School of Education and Social Work Planning Meeting	10:05	Week 6
NOVEMBER 2022					
1	TUE		Staff Council Standing Committee	13:05	
			School of Science and Engineering Planning Meeting	14:05	
			Learning & Teaching Spaces Sub-Committee	14:05	
2	WED		UEG	09:05	
3	THU		School of Health Sciences Planning Meeting	09:05	
		S	Employability & Enterprise Committee	14:05	
7	MON		School Boards in Week 7		Week 7
			Directorate Group for Student Experience Planning Meeting	14:05	
8	TUE	S	Honorary Degrees Committee	09:05	
		S	International Committee	14:05	
9	WED	S	Senate Business Committee	09:05	
			Directorate Group for Corporate Infrastructure Planning meeting	15:05	
11	FRI	S	Monitoring & Advisory Group on Appeals, Complaints and Discipline Procedures	10:05	
14	MON		School of Art and Design Planning Meeting	10:05	Week 8
		S	Research & Knowledge Exchange Committee	14:05	
15	TUES	C	Court	14:05	
16	WED		UEG	09:05	
			School of Life Sciences Planning Meeting	14:05	
			School of Social Sciences Planning Meeting	15:05	
17	THU		Graduation		
18	FRI		Graduation		
21	MON				Week 9

			School of Humanities Planning Meeting	14:05	
			Directorate Group for Income Generation Planning meeting	15:05	
22	TUES		Staff Council – Principal's Questions	13:05	
			School of Medicine Planning Meeting	14:05	
23	WED	S	Learning & Teaching Committee	10:05	
		C	Endowments Sub-Committee	14:05	
24	THU		School of Dentistry Planning Meeting	09:05	
			School of Business Planning Meeting	10:05	
			Professional Services Group	14:05	
28	MON		Local Joint Committee	10:05	Week 10
			Programme Approvals Group	14:05	
			Equality, Diversity & Inclusion Committee	13:05	
30	WED		UEG	09:05	
		S	Senate	14:05	
DECEMBER 2022					
1	THU		Risk Management Oversight Group	09:05	
			Culture & Arts Committee	14:05	
2	FRI		UEG Away Day		
5	MON				Week 11
			Quality & Academic Standards Committee	10:05	
		C	Health & Safety Sub-Committee	14:05	
6	TUE	C	Remuneration Committee	10:05	
			University Research Ethics Committee	14:05	
7	WED	C	Readership & Personal Chairs Committee	11am	
9	FRI		Digital Committee	10.35	
		S	Distance Learning Forum	14:05	
12	MON				Week 12
			Semester 1 Examinations begin		
			UEG	09:05	

14	WED		University Management Group	14:05	
15	THU		Programme Approvals Group	14:05	
16	FRI		Semester 1 Examinations end		
			End of Semester 1		
19	MON				VACATION
23	FRI		University Closes at 4pm		

MONTH			MEETING	START TIME	WEEK
JANUARY 2023					
4	WED		Start of Business		
5	THU		UEG	09:05	
6	FRI	S	Senate Business Committee	09:05	
		C	Welfare & Ethical Use of Animals Committee	14:05	
9	MON	S	International Committee	14:05	
10	TUE	S	Research & Knowledge Exchange Committee	14:05	
11	WED		UEG	09:05	
			Discovery Days		
12	THU		Discovery Days		
13	FRI		Discovery Days		
16	MON		School Boards in Week 13		
			Start of Semester 2		Week 13
17	TUE	C	Governance & Nominations Committee	10:05	
		C	Finance & Policy Committee	14:05	
18	WED		Professional Services Group	10:05	
19	THU	S	Learning & Teaching Committee	10:05	
		C	People & Organisational Development Committee	14:05	
23	MON				Week 14

MONTH			MEETING	START TIME	WEEK
25	WED		UEG	09:05	
		S	Research Governance & Policy Sub-Committee	14:05	
26	THU		Programme Approvals Group	14:05	
30	MON				Week 15
FEBRUARY 2023					
1	WED	S	Employability & Enterprise Committee	09:35	
		S	Senate	14:05	
3	FRI		Digital Committee	10:35	
6	MON		Staff Council Standing Committee	13:05	Week 16
7	TUE		Risk Management Oversight Group	10:05	
8	WED		UEG	09:05	
			Learning & Teaching Spaces Sub-Committee	14:35	
9	THUR		Quality & Academic Standards Committee	10:05	
13	MON				Week 17
			Equality, Diversity & Inclusion Committee	14:05	
14	TUE		Culture & Arts Committee	10:05	
		C	Court	14:05	
15	WED		University Management Group	14:05	
20	MON				Week 18
22	WED	S	UEG	09:05	
			Doctoral Academy Board	14:05	
23	THU		Professional Services Group	10:05	
			Student Recruitment & Admissions Committee	14:05	
			Programme Approvals Group		
27	MON				Week 19
28	TUE	S	Employability & Enterprise Committee	09:35	

MONTH			MEETING	START TIME	WEEK
		C	Audit & Risk Committee	14:05	
MARCH 2023					
1	WED		UEG	09:05	
			Staff Council – Principal's Questions	13:05	
2	THUR	S	International Committee	09:35	
			Research & Knowledge Exchange Committee	14:05	
6	MON		School Boards in Week 20		Week 20
		S	Senate Business Committee	16:05	
7	TUE	S	Learning & Teaching Committee	10:05	
		C	Remuneration Committee	14:05	
8	WED		UEG	09:05	
			Distance Learning Forum	14:05	
10	FRI		UEG Away Day		
13	MON	C			Week 21
			People & Organisational Development Committee	14:05	
14	TUE		Learning & Teaching Development Forum	14:05	
		S	University Research Ethics Committee	14:05	
16	THU		Student Recruitment & Admissions Committee	14:05	
20	MON				Week 22
21	TUE	C	Governance & Nominations Committee	10:05	
		C	Finance & Policy Committee	14:05	
22	WED		UEG	09:05	
		S	Senate	14:05	
23	THU		Professional Services Group	10:05	
27	MON				Week 23
28	TUE	S	Quality & Academic Standards Committee	10:05	
30			Programme Approvals Group	14:05	

MONTH			MEETING	START TIME	WEEK
31	FRI		End of Teaching		
APRIL 2023					
3	MON		Easter Monday		VACATION
4	TUE		Staff Council Standing Committee	13:05	
5	WED		UEG	09:05	
6	THU		Welfare & Ethical Use of Animals Committee	14:05	
10	MON				
12	WED		University Management Group	14:05	
13	THU		Risk Management Oversight Group	10:05	
18	TUE	S	Research Governance & Policy Sub-Committee	14:05	
19	WED	C	UEG	09:05	
			Endowments Sub-Committee	14:05	
20	THU	S	Professional Services Group	10:05	
			Employability & Enterprise Committee	14:05	
21	FRI		Local Joint Committee	09:05	
			Digital Committee	10:35	
24	MON		Start of Semester 2 Examinations		Week 24
			Staff Council – Principal's Questions	13:05	
		C	Health & Safety Sub-Committee	14:05	
25	TUE	C	Court	14:05	
27	THU		Equality, Diversity & Inclusion Committee	10:05	
		S	Doctoral Academy Board	14:05	
			Programme Approval Group		
MAY 2023					
1	MON		MAY Dundee Holiday		Week 25
3	WED		UEG	09:05	

MONTH			MEETING	START TIME	WEEK
			Readership & Personal Chairs Committee	14:05	
4	THU	S	Senate Business Committee	09:05	
		S	Research & Knowledge Exchange Committee	14:05	
8	MON		School Boards in Week 26		Week 26
9	TUE	S	Learning & Teaching Committee	10:05	
		S	International Committee	14:05	
10	WED	S	Monitoring & Advisory Group on Appeals, Complaints and Discipline Procedures	10:05	
11	THU		Distance Learning Forum	14:05	
15	MON		Quality & Academic Standards Committee	10:05	Week 27
16	TUE		Audit & Risk Committee	14:05	
17	WED	C	UEG	09:05	
			People & Organisational Development Committee	14:05	
18	THU	C	Remuneration Committee	10:05	
19	FRI		Student Recruitment & Admissions Committee	10:05	
			Learning & Teaching Development Forum	14:05	
22	MON				Week 28
23	TUE	C	Governance & Nominations Committee	10:05	
		C	Finance & Policy Committee	14:05	
24	WED	S	Culture & Arts Committee	09:35	
			Senate	14:05	
25	THU		Professional Services Group	10:05	
			Programme Approval Group	14:05	
26	FRI		End of Semester 2 Examinations		
			End of Semester 2		
			UEG Away Day		

MONTH			MEETING	START TIME	WEEK
29	MON				VACATION
31	WED		UEG	09:05	
JUNE 2023					
5	MON				
7	WED		University Management Group	14:05	
14	WED		UEG	09:05	
16	FRI		Professional Services Group	10:05	
19	MON				
20	TUE		Court	14:05	
21	WED		Graduation		
22	THU		Graduation		
23	FRI		Graduation		
28	WED		UEG	09:05	
			Readership & Personal Chairs Committee	14:05	
29	THUR	S	Quality & Academic Standards Committee	10:05	
			Programme Approval Group	14:05	
30	FRI		Digital Committee	10:35	
JULY 2023					
3	MON				
			Resit Exams Begin		
5	WED	C	Risk Management Oversight Group	10:05	
		C	Welfare & Ethical use of Animals Committee	14:05	
6	THUR		Professional Services Group	10:05	
7	FRI		Last day of Resit Examinations		
12	WED		UEG	09:05	
14	FRI		Resit Exams End		
17	MON				
26	WED		UEG	09:05	
27	THU		Programme Approval Group	14:05	

Appendix 4**AUDIT & RISK COMMITTEE MINUTES**

A meeting of the Committee was held on 1 March 2022 via TEAMS online meeting.

Present: Keith Winter (Convener);
Tricia Bey; and
Andrew Lothian.

In Attendance: Dr Wendy Alexander Vice-Principal (International);
Dr Neale Laker Director of Academic & Corporate Governance;
James Lucas KPMG (Senior Manager);
Dr Jim McGeorge University Secretary & Chief Operating Officer;
Olga Potapova EY (Manager);
Carol Prokopyszyn Director of Finance;
Dr Liz Rogers Risk & Business Continuity Manager;
Richard Bint Convener of the Finance & Policy Committee; and
Jonathan Monk Director of UODIT (for items 4 and 5)

Apologies: Colin Clunie

1. MINUTES

The Committee considered the minutes of the previous meeting. Under Item 5 (2), Internal Audit: Overall Progress Report, the Committee noted the action on Health, Safety and Welfare Committee schedule of Inspections, which pertained to Category 3 inspections in the School of Life Sciences and School of Medicine.

The management action concerned the absence of an interim control for a programme of high-risk laboratory inspections. It had been agreed with the action owner to check-in every six months to ensure that the interim control was operating effectively. The auditors confirmed that further testing over the interim control would continue in the next follow-up cycle.

The Committee noted that interim controls had been implemented and the completion of inspections had been communicated to Safety Services, and accepted by the Health and Safety Executive. The University Secretary undertook to respond to the Committee on the inspection schedule.

Resolved: (i) to approve the minutes from the meeting of the Committee on 26 October 2021.
(ii) to approve the reserved minute from the meeting of 26 October 2021.

2. MATTERS ARISINGa. Action Log

The Committee considered a log of ongoing actions. Members noted that the Risk Contagion report would now go to the May meeting of the Committee.

Resolved: to approve the action log.

3. CONVENER'S REPORT

The Convener provided the Committee with his regular update on activities and interactions which had taken place since the previous meeting, and in doing so, highlighted the Deep Dive Cybersecurity session held by the Committee in December 2021, which would be explored further under item 4 on the agenda.

The Convener also reminded members that, at University Court on 15th February, the major items under discussion had been the UODSS consultation and University Strategy, noting that the planned implementation of the latter would impact the Committee's workplan through changes to future iterations of the Institutional Risk Register.

The Convener also noted that Richard Bint's period of office as a member of Court and Convener of the Finance and Policy Committee would end on 31 July 2022, creating a vacancy on Court and on the Finance and Policy Committee. The Committee was advised that, as agreed with Chair of Court and members of the University Executive Group, Keith Winter would assume interim convenorship of the Finance & Policy Committee, with Tricia Bey acting as interim Convener of Audit and Risk Committee.

The Convener confirmed that he had met with the new Rector, Keith Harris, in his role as Rector's Assessor. He had also held a further catch up with the internal auditors and the Chief Executive of DUSA, Cheryl-Ann Cruickshank.

Resolved: All future Committee agenda planning sessions, briefing meetings and other associated internal audit discussions should be shared with Deputy Chair of Court to assist in their transition to the interim convenorship of the Committee.

4. DEEP DIVE CYBERSECURITY REFLECTION

The Committee received and considered a summary paper of the deep dive session on Cybersecurity held on 17 December 2021, and were joined by the Director of University of Dundee Information Technology (UODIT), who had been a main contributor to the session. The deep dive session had been prompted by a discussion and assessment of cybersecurity risk at the Committee's meeting on 2 March 2021 and was also considered timely, given the report of the internal audit review of Cyber Security Assessment, which would be considered as a substantive matter under item 5 on the agenda.

Members agreed that the meeting had been an appropriate forum to discuss detailed cyber risks, and that the format and structure of the session had been well-prepared, and had aided in their understanding of the business issues around cybersecurity. Members agreed that similar sessions should be held to consider further areas of risk relevant to the Committee.

Resolved: To note the success of cybersecurity deep dive and agree to schedule further sessions on areas of audit focus.

5. INTERNAL AUDIT 2021/22

(1) Technology: Cyber Security Assessment

The Committee received and considered the above report of an internal audit review of Cyber security processes and controls in place at the University. The review had focused on assessment of the design and implementation of Security Architecture, Security Operations and Technical Controls. Based on the findings of the review, the internal auditors had arrived at a rating of "Partial

Assurance with Improvements Required” (Amber-Red). The report had raised six findings in control design, one of which had been designated as high-risk. This related to the failure to deploy anti-virus software over all endpoints. A further four findings had been found to be medium risk.

The Committee was advised that a Cyber Security Strategy was now in place which focused on short and medium-term objectives. Members noted that University had participated in a benchmarking exercise with other Scottish Universities in order to assess the maturity level of its security landscape, and to identify gaps in expected minimum information security standards. Cyber security policies and procedures had been developed and designed following this benchmarking exercise. Additionally, the report had recognised that a well-defined security architecture and firewalls were in place.

The report noted that the University had still to address identified gaps and potential exposures. The high-risk finding related to inspection of the anti-virus system dashboard which had identified that a large number of University-managed PCs had not received periodic anti-virus updates, thereby increasing the risk of cyber-attack. Members also noted that there were a large number of outdated and unsupported operating systems, and that applications did not receive any security updates and patches.

The Director of UODIT acknowledged the report’s recommendation on the deployment of anti-virus software. UODIT was noted as working to identify the large number of unsecured devices in order to deploy anti-virus software. UODIT’s cyber implementation plan would seek to upscale detection and response systems by placing a separate product on top of the anti-virus to report on device behaviour and whether it was performing unusually.

The Committee heard that maintaining up to date antivirus controls was challenging due to the extent of legacy contracts in the institution. The Committee was further asked to consider organisational cultural issues around staff seeking to dispense with anti-virus software for performance reasons. It was agreed that this should be raised with the Convenor of PODCo, in an attempt to address this through the implementation of the People and Talent Sub-Strategy.

- Resolved:**
- (i) To discuss the ongoing behavioural and organisational culture on cybersecurity with the Convener of PODCo.
 - (ii) To receive an update at the May Committee on short term action on anti-virus deployment.
 - (iii) To receive progress reports on cyber issues items over the coming months until December.
 - (iv) Institutional Risk Register – task the Risk Management Oversight Group with identifying the dependencies and linkages of other risks to cybersecurity risks.

5. INTERNAL AUDIT 2021/22

(2) Progress Report

The Committee reviewed the internal audit progress report for planned 2021/22 internal audits. One internal audit review had been completed and reported in this Audit and Risk Committee cycle. The draft report had been issued for General Ledger and Capital Planning review and a review meeting between the auditors and Finance was scheduled for 1 March 2022.

The reviews of Project Management and Student Experience had experienced slight delays due to the availability of key members of staff. All fieldwork had been rescheduled, with both reviews due to be finalised in time for the May Committee cycle.

Members noted that of 15 due recommendations, 14 had a revised due date for follow up. Of the five not yet due recommendations, three had requested a revised due. It was further noted that of 13 overdue audit items, five were in relation to benefits realisation of the HRP module. The Committee agreed that due to the implementation of HRP it would be in a better position to update on this work at the May and August committees.

Resolved: to note the Internal Audit Progress Report.

6. RESERVED BUSINESS: BUSINESS TRANSFORMATION UPDATE

[Secretary's note: Members should note that this item is considered strictly confidential. The University claims the exemptions in Sections 30b and 30c and 28 of the Freedom of Information (Scotland) Act 2002. The minute has been redacted and is provided under separate cover and will be published as an appendix to the minute of the Court meeting at which its release is approved.]

7. EXTERNAL AUDIT

(i) Audit Results Report 2020/2021

The Committee considered the final version of the Audit Results Report 2020/21 provided by the external auditors, EY for approval. This followed consideration of a draft version of the report at its October meeting. The Committee heard that the final report contained no material changes to the content or conclusions reached in the draft report.

Resolved: to approve the finalised Audit Results Report 2020/21.

(ii) Finance Insights Presentation

The Committee received a Finance Insights presentation from the external auditors, EY, providing analysis of University Finance data and showing how external auditors used this data for audit purposes. Data analysis allowed benchmarking with other institutions, however inherent variances in the nature of the data tended to limit comparability.

The auditors' completeness analysis had indicated minimal issues, with the chart of accounts clear and consistently applied, and the audit of revenue, payroll and expenditure supported by materially robust processes.

Resolved: to note the Finance Insights presentation.

8. COVID-19 RISK REGISTER

The Committee reviewed the COVID-19 Risk Register, which detailed key risks relating to the pandemic. The Committee heard that following review by the Operations Group, it had been agreed that the risk register would become 'business as usual' and a separate COVID-19 register would no longer be maintained. Residual risks pertaining to COVID-19 would appear in the Institutional Risk Register (IRR) as it was revised.

The Committee agreed that in light of recent Scottish Government changes to ease further restrictions during February 2022, with further changes scheduled for 21 March, it would be appropriate to bring Covid-related risks back into the Institutional Risk Register.

Members also noted that the Head of Health & Safety and Risk & Business Continuity Manager continued to review the outbreak management dashboard to identify potential transmission of Covid-19 at the earliest opportunity. No transmission had been identified in teaching settings and at the time of the meeting the campus rate of infection was lower than in early January 2022.

Resolved: (i) to approve the integration of the Covid-19 Risk Register into the IRR.

9. INSTITUTIONAL RISK REGISTER

The Committee reviewed the Institutional Risk Register (IRR) for consideration and, if so minded, approval. The IRR is included as Appendix 1. The update showed few changes since October 2021. Members noted that a new IRR was in development to reflect the new University Strategy, and that a UEG deep dive related to staff risks arising from this was planned.

The Committee considered the potential risk impact of the outbreak of conflict in Ukraine. It heard that the university employed a small number of staff who were Russian nationals, and currently had 20 students enrolled from Ukraine, Russia and Belarus. All had received messages from the Principal offering support. It was further noted that the university's three academic partnerships with Russian institutions had expired, while research contracts were being investigated for links with Russia.

The Committee agreed that the university's exposure to the conflict was more limited in comparison to peer institutions. It further noted investment managers had confirmed that the existence of previous sanctions against the Russian Federation ensured that no direct portfolio investments were affected by new economic sanctions. The Committee took assurance from the quick and comprehensive response to the conflict and the support offered to students and staff.

The Committee further considered geopolitical risk in the context of its partnerships with Chinese institutions and overseas students from that country. It was agreed that consideration of this risk was due in light of recent developments. The Committee agreed that the Risk Management Oversight Group would look to revisit this through its horizon scanning process.

The Committee also considered ongoing risks related to the university heating system and student accommodation provision. Members noted that mitigation was in place to address these issues.

Resolved: (i) to approve the Institutional Risk Register

(ii) to ask the Risk Management Oversight Group to consider geopolitical risk as a result of the conflict.

10. PORTFOLIO REVIEW UPDATE

The Committee received a paper on Portfolio Review from the Vice-Principal (Education). In his absence the paper was introduced by the University Secretary, with additional insights from the Vice-Principal (International). The Committee had requested an update paper following the conclusion of the Portfolio Development internal audit. The paper provided an update on Portfolio Development work undertaken since the August 2021 meeting, when the Committee had considered the internal audit report.

The paper outlined three planned stages of Portfolio Development: Programme & Module Suspensions; Portfolio Review; and New Programme Development. Phase 1 had been completed by summer 2021, and the Committee was advised that under Stage 2 all programmes and modules had been RAG rated according to their recruitment and income performance. The review of this data would form part of a revised annual planning process so that the portfolio could be monitored and adjusted where necessary.

The Committee noted that International Development Programme Connect (IDP Connect) had been commissioned to review the university portfolio to support Schools in their efforts to streamline programme offerings, and to develop five-year portfolio plans. Summary reports would be prepared for each School using IDP data tools and the internal MIDAS system.

The Committee heard that programmes in Law, Psychology and Health Sciences had benefitted from increased recruitment during Covid-19 lockdown.

The Committee also heard that the price sensitivity of students was considered to have become more acute, with follow up work on pricing planned. It was noted that consumer value-for-money placed an increasing emphasis on putting employability at the heart of academic offer.

The Committee noted the significant level of progress made by Portfolio Review process through phases 1 and 2 and that, as part of the forward plan, Deans would shortly report back on programmes ahead of a June deadline. The Committee noted that a further progress update would likely be considered at its August meeting.

Resolved: (i) to note the progress of the Portfolio Review update.

(ii) To receive a progress update on Portfolio Review early in the new academic year.

11. RESERVED BUSINESS: LEGAL RISK REPORT

[Secretary's note: Members should note that this item is considered strictly confidential. The University claims the exemptions in Sections 30b and 30c and 28 of the Freedom of Information (Scotland) Act 2002. The minute has been redacted and is provided under separate cover and will be published as an appendix to the minute of the Court meeting at which its release is approved.]

12. NARRATIVE FOR THE COURT

It was agreed that the Convener's report to Court on the 26 April 2022 would include reference to the following: discussions on the Cybersecurity audit and deep dive including the challenges and risks posed legacy university systems; confirmation that cybersecurity risk monitoring would be an ongoing feature of the Committee's workplan following consideration of the internal audit report; confirmation that the Covid-19 Risk Register would be integrated into the Institutional Risk Register; receipt of the external audit results report 2020/21 in its finalised form; discussion on the potential risk escalation to affected university students, staff and assets arising from the conflict in Ukraine and consideration of geopolitical risk.

Resolved: to approve the narrative to the Court.

13. RISK MANAGEMENT OVERSIGHT GROUP

The Committee noted the minutes from the meetings of the Risk Management Oversight Group on 2 December 2021 and 8 February 2022.

Resolved: to note the minutes.

14. HEALTH & SAFETY COMMITTEE

The Committee noted the minutes of the Health & Safety Committee from the meeting on 6 December 2021.

Resolved: to note the minutes.

15. DATE OF NEXT MEETING

Resolved: Tuesday, 17 May 2022.

Keith Winter
Convener

Appendix 5**FINANCE & POLICY COMMITTEE MINUTES**

A meeting of the Committee was held on 22 March 2022 in the Ustinov Room of the Bonar Hall.

Present: Richard Bint (Convener);
 Ronald Bowie;
 Professor Sir Mike Ferguson;
 Professor Iain Gillespie (Principal & Vice-Chancellor);
 Ron Mobed;
 Professor Mairi Scott; and
 Dimitris Vidakis (DUSA President)

In Attendance:

Peter Fotheringham	(Deputy Director of Finance);
Professor Blair Grubb	(Vice-Principal Education);
Pam Houston	(Head of Research Finance Services);
Dr Neale Laker	(Deputy University Secretary);
Dr Morag Martin	(Research Strategy and Development Officer) (Item 5)
Dr David McBeth	(Director of Research and Innovations Services) (Item 5);
Dr Jim McGeorge	(University Secretary & Chief Operating Officer);
Professor Shane O'Neill	(Senior Vice-Principal);
Carol Prokopyszyn	(Director of Finance);
Dr Alison Ramsay	(Senior Policy Officer (Corporate Governance));
Professor John Rowan	(Vice-Principal Research, Knowledge Exchange & Wider Impact).
Brian Thomson	(Head of Projects, Estates); and
Keith Winter	(Convener of the Audit & Risk Committee)

Apologies: Alan Bainbridge, Tricia Bey, Rose Jenkins, Wesley Rennison.

1. MINUTES

(1) Minutes of the Meeting of the Finance & Policy Committee on 18 January 2022.

Resolved: to approve the minutes of the meeting of 18 January 2022.

2. MATTERS ARISING

(1) Action Log

Members noted the action log for the Committee. The Convener noted that staff costs as a percentage of income were moving closer to that of peers and could now be considered as part of ordinary business. This item would therefore be removed from the log as an ongoing action.

Resolved: to approve the action log.

3. CAPITAL PLAN 2022/23 TO 2026/27

The Director of Finance introduced the above paper, intended to apprise the Committee of the draft capital budget for 2022 and the associated five-year Capital Plan (the Plan). The Convener reminded members that, following approval of the new University Strategy to 2027, a Plan was required for the Committee to assure itself that the proposals were appropriate and would resource delivery of the University strategy.

Members were advised that the 2022 Plan built upon the increased investment seen in the 2021 Plan and proposed a spend of £218.5m over five years. This expenditure exceeded by £87m the baseline capital expenditure included in the Budget Setting paper considered by the Committee at its meeting in January and would be contingent on securing long-term finance. As a result, the allocations included for major projects were indicative at this stage but intended to capture the main priorities for capital investment over the next five years. The University Executive Group (UEG) had considered the Plan in detail and members were now invited to consider whether the Committee was content to endorse the Plan for inclusion in the overall budget which would be presented to the Court for approval in June 2022.

In the course of a lengthy discussion, members questioned inter alia whether the proposals would be sufficient to deliver the Strategy and to address longstanding issues with the Estate and whether the amounts allocated to projects would be adequate. Members noted that much could be achieved by adopting alternative modes of working and that potential sources of matched funding had been identified. A campaign for philanthropic giving was also envisaged. The Committee was reminded that the Plan under discussion was not intended to deliver the entirety of the University's ambitions within a five-year period. It also noted that the final two years of the Plan included as yet unallocated tranches of £10m of funding.

The Committee was advised that the fundamental principle of the proposed Plan was to deliver an excellent staff and student experience whilst maintaining the institution's ambitions in reducing its carbon footprint and committing to renewable sources of energy. Other, non-estate related investments identified included IT equipment and infrastructure, as well as strategic research capital requirements. Developments in the organisational structure of the University would require to be reflected in the changing campus, including the replacement of the Crawford building and the establishment of a locus for the new School of Humanities, Social Sciences and Law, as well as annual allocations of funding to deliver incremental projects to improve existing facilities. It was noted that a previous iteration of the institutional Key Performance Indicators (KPIs) had included the condition of the Estate and management was requested to give consideration to quantifying and reporting to the Committee the effect of the Plan on ongoing Estates works on this PI and on the student and staff experience as well as institutional reputation.

Members noted that a further refinement of the paper would be brought to the May meeting of the Committee to include a more detailed narrative, including identifying contingency funding and opportunities for additional borrowing.

Resolved:

- (i) to endorse in principle the draft Capital Plan 2022/27; and
- (ii) to receive a further iteration of the Plan at its meeting in May 2022.

4. UNIVERSITY OF DUNDEE SUPERANNUATION SCHEME (UoDSS)

The Committee received and considered the above report, intended to apprise the Committee of progress made on the consultation process for the implementation of the UoDSS benefit change proposal approved by the Court at its meeting in February 2022. Members were advised that, as a full consultation with affected staff was required to take place for at least the statutory minimum of 60 days, the earliest date at which the Court could take a final decision on the Scheme would be in September 2022.

The Committee noted that, whilst the campus unions were currently unwilling to discuss the Defined Contribution Scheme proposed or the Equality Impact Assessment linked to the proposal, management intended to extend the consultation period to 82 days to allow for full engagement and comprehensive discussion. Guides and Q&As were being developed and would be sent to staff. In-person briefing and consultation events would be held during April and May and a webinar posted online. A Defined Contribution Scheme provider would also require to be selected, with the aim of all changes taking effect on 1 January 2023.

Resolved: (i) to note the update.

5. LIFE SCIENCES INNOVATION DISTRICT

[Secretary's note: Dr David McBeth and Dr Morag Martin joined the meeting at this point]

The Committee received and considered a paper intended to provide members with a briefing on the rationale for the establishment of a 'Life Sciences Innovation District' in Dundee. Members noted that the proposal had received significant scrutiny by the University Executive Group (UEG) and had been regularly discussed by the University's Regional Development Strategy Board.

Dr McBeth advised the Committee that the proposal to create an Innovation District would enable the University to demonstrate leadership by capitalising on its research excellence to the benefit of society. Members were further advised that this would cover the full spectrum of biomedical, life, health and plant sciences to tie in with the Tay Cities Deal investment in the 'Growing the Biomedical Cluster' project. The Committee noted that the vision of the Innovation District was to harness the research and innovation strengths of the University to drive regional cluster development and attract entrepreneurs, startups and business incubators. Furthermore, it would provide an opportunity to accelerate external investment into the University's life and health science innovation.

Members welcomed the paper as a broad introduction to the first phase of the project and noted that consultancy work undertaken had suggested that there was sufficient local demand to attract and support high-growth companies by providing the infrastructure and support they required.

In discussion, members requested that the University give consideration to the mitigation of risk in managing the project and that further consideration of this and other issues would be given in a more developed business case that would have an enhanced narrative which made the benefits of the project more tangible for the target audience. This business case should be clearly focussed in the necessary detail on the benefits of the project to the University. Further consideration would also be given to the name of the Innovation District to reflect the full range of research activity and expertise.

Noting that the paper under consideration was an indication of early thinking, the Committee noted that management would present a further iteration of the proposal to a future meeting of the Committee which would clearly delineate alignment with the University Strategy and contain an enhanced framework for the governance and management of the project, including a risk register. The Committee also noted that consideration would be given to the development of a framework for investment in spin-off companies and the types of accommodation and leases to be made available.

Thereafter, the Committee thanked Dr McBeth and Dr Martin for attending.

- Resolved:**
- (i) to note the proposal to establish a life sciences Innovation District; and
 - (ii) to note that a further iteration of the proposal, including a fully-developed business case and risk register, would be presented to a future meeting of the Committee.

[Secretary's note: Dr David McBeth and Dr Morag Martin left the meeting at this point]

6. **ESTATES & CAMPUS SERVICES REPORT**

The Committee considered the regular update from the Head of Projects on behalf of the Director of Estates & Campus Services. Members were advised that projects were largely on track but that the Tower Re-Cladding project had been delayed, as had the demolition of 16-18 Airlie Place and the Centre for Protein Degradation. Covid constraints and the need for value engineering has also resulted in slippage to the Tay Cities projects. A number of projects were seeing increased tender proposals as a result of rising raw material and manufacturing costs. The war in Ukraine was expected to put additional pressure on supply-chain management and the cost of fuel would likely increase further with costs passed on to consumers.

In discussion, members requested that future iterations of the report contain the high-level budget and timetable for the Innovation Hub.

- Resolved:** to note the report.

7. **DIRECTOR OF FINANCE UPDATE**

The Director of Finance provided a brief oral report on financial matters and advised the Committee that the 2020 USS valuation had been confirmed. Employer contribution rates would increase to 21.6% for two years and then revert to 21.4%.

Members congratulated the Director of Finance on her appointment to the University of Manchester and wished her well for the future. Ms Prokopyszyn commended the appointment of Peter Fotheringham as Interim Director of Finance.

- Resolved:** to note the update.

8. **RESERVED BUSINESS: CSU UPDATE**

[Secretary's note: The Committee considered the item as reserved business. The University asserts that the paper is exempt from public disclosure and claims exemptions in S.30(b), 30(c) and 33(1)(b) of the Freedom of Information (Scotland) Act 2002.]

Resolved: to note the update.

9. **RESERVED BUSINESS: Wholly-Foreign Owned Enterprise UPDATE**

[Secretary's note: The Committee considered the item as reserved business. The University asserts that the paper is exempt from public disclosure and claims exemptions in S.30(b), 30(c) and 33(1)(b) of the Freedom of Information (Scotland) Act 2002.]

Resolved: to approve the recommendations contained in Paper H.

10. **QUARTER 2 MANAGEMENT ACCOUNTS**

The Committee received the draft management accounts for the period to 31 January 2022 (Q2). The Deputy Director drew members' attention to the positive general position with the forecast of the USS actuarial valuation now included in projections.

Excluding funds held for strategic investment and cash at the end of Q2 was £73.6m. The accounts were noted as showing a full year forecast operating deficit (excluding USS), which was £12.4m ahead of budget and a £0.2m improvement on the previous position. Members commended the efforts of staff in achieving this position and agreed to extend thanks on behalf of both the Committee and the Court.

Resolved: to note the accounts.

11. **STUDENT ACCOMMODATION REVIEW**

The Committee received and considered the above review of student accommodation provision in the city and on-campus in view of the significant increase in international students in January 2022. In particular, students with families were greater in number and some had struggled to find suitable local accommodation. Members noted that the University was not in a position to create its own residential estate but that other providers were coming into the market expressly to develop accommodation for students in the local area.

The Committee noted that expectations diverged between developers and their student customers, where the former sought to provide high-end properties while student tenants prioritised value for money and lower rents. Members were also advised that properties for rent from traditional landlords had become more difficult to find as a secondary result of the global pandemic when students exited early from their leases.

Members sought assurances that the University could continue to deliver on the guarantee to eligible students to offer one year of accommodation, noting that four developments had been given planning permission in the city since 2020, although none showed any sign of progressing. Members were advised that management was confident that this would be the case for those seeking single rooms and that the University was able to secure places in private sector purpose-built student accommodation to meet levels of demand that were in excess of the 1600 places available in DSV. The construction of family accommodation by PBSA developers was unlikely to be a priority, although it was agreed that the University Secretary would contact developers to ascertain the local appetite for such provision. It was agreed that, following the local elections, the University would write to Dundee City Council emphasising the significance of the issue of student family accommodation.

The Committee noted the importance of this issue in assuring an excellent student experience as well as in terms of the University's local reputation and requested that an annual update be added to the workplan in future.

- Resolved:**
- (i) to note the University Secretary would continue to liaise with Dundee City
 - (ii) Council Planning Department regarding the provision of accommodation for students, including those with families; and
 - (iii) otherwise to note the report.

12. BUSINESS TRANSFORMATION UPDATE

The University Secretary & Chief Operating Officer updated members on progress with the Business Transformation programme.

In relation to HR/Payroll, members noted that testing of the HR elements of the system and the outcomes of parallel payroll runs continued to be very positive. However, late in the day, it had emerged that in order to fully test the posting of the payroll into the finance system, a new testing environment required to be built. This was likely to lead to a short delay of perhaps two months in the system being ready to go live. The University Secretary went on to draw attention to the fact that the University's HR team was currently stretched by the range of operational and strategic demands being placed upon it, and advised that this might require decisions to be taken in relation to organisational readiness for go live that were unconnected to the readiness of the system.

The University Secretary then briefed members confidentially on the current situation in relation to those elements of the research (stage 1) solution that were not yet live. The Committee noted the position and the status of commercial discussions with the TechnologyOne.

- Resolved:** to note the update.

13. STRATEGIC FINANCE PLAN

The Director of Finance introduced the above paper, intended to apprise the Committee of strategic finance plans and which delineated the likely timeline and quantum for the long-term financing of the University. Members were advised that the proposals built on those considered by the Committee at its meeting on 19 October 2021 and that the draft capital plan was £87m higher than that considered in January 2022.

Ms Prokopyszyn noted that the University held sufficient cash to meet its needs for at least the next two years but that major capital commitments, such as the replacement of the Crawford Building, required longer-term financing to be in place. The University Court having approved the University's new Strategy to 2027, management now required to resource its ambitions.

The Committee noted that an external financial requirement of c£80m had been identified and that the Finance team would review the University's options for sourcing these funds ahead of the meeting of the Committee in May 2022. This would likely include bank loans and private placements. Having demonstrated a significantly improved track record in delivering financial improvements, management was confident that the University would be well-placed

to borrow in the autumn, subject to approval of the full analysis of the 2022 Budget and five-year plan.

- Resolved:**
- (i) to receive the 2022 Budget and five-year plan at the next meeting of The Committee in May 2022; and
 - (ii) otherwise to note the report.

14. **FINANCIAL BENCHMARKING**

The Committee received and considered the above paper on financial benchmarking data across a sector peer group, with a focus on financial sustainability measures. Members were advised that the Director of Finance was proposing a shift from the consideration of surplus/deficit measures to focusing on EBITDA (earnings before interest, tax, depreciation and amortization) as a more appropriate measure of financial performance going forward, including for strategic target setting.

With very low levels of external debt and an improving financial position, the University continued to report the lowest level of gearing amongst the benchmark group, which gave greater scope to increasing its borrowing to support the implementation of the new Strategy. Members commended the improved financial position but noted the University's financial performance still fell short of most of its peers. The Committee approved the proposal to move to EBITDA as a percentage of income as a key performance indicator. This would require to be reflected in a new Financial Strategy to be presented to the meeting of the Committee in May.

- Resolved:**
- (i) to approve the proposal to use EBITDA as a percentage of income; and
 - (ii) otherwise to note the report.

15. **NARRATIVE FOR COURT**

The Committee agreed to highlight to the Court its discussions relating to the Capital Plan, Life Sciences Innovation District, Strategic Financial Planning, Benchmarking and the review of Student Accommodation.

- Resolved:** to ask that the Convener highlight these matters in his report to Court.

16. **RESERVED BUSINESS: PENSION SUB-GROUP MINUTES**

The Committee received the minutes of the meeting of the Pension Sub-Group on 13 January 2022.

- Resolved:** to approve the minutes.

17. **RESEARCH GRANT APPROVALS**

The Committee noted the regular report of research grant awards since the last meeting. The trends comparison chart for indicated that, to date, the value of awards in 2021/22 (£37.2m) was significantly higher than previous years at the same period and that 84% of grants were submitted by Schools of Medicine (44), Life Sciences (36) and Science & Engineering (18). In terms of award value, however, 76% of the total £37.2m sat within the School of Life Sciences.

Resolved: to note the report.

18. **ANY OTHER BUSINESS**

Members noted that this would be the last meeting attended by the Director of Finance. On behalf of the Committee, the Convener thanked Ms Prokopyszyn for her significant contribution to the amelioration of the University's financial position and its future ambitions and extended every good wish for her future success.

19. **DATE OF NEXT MEETING**

Resolved: to note that the next meeting would take place on 20 May 2022.

Richard Bint
(Convener)

Appendix 6**GOVERNANCE & NOMINATIONS COMMITTEE MINUTES**

A meeting of the Committee was held on 22 March 2022 via Microsoft Teams.

Present: Ronald Bowie (Convener);
Megan-Rose Birdsall;
Tricia Bey;
Principal Professor Iain Gillespie;
Jane Marshall; and
Dr Anna Notaro.

In Attendance Professor Blair Grubb (Vice-Principal (Education));
Dr Neale Laker (Deputy University Secretary & Director of Academic
& Corporate Governance);
Dr Jim McGeorge (University Secretary & Chief Operating Officer); and
Dr Alison Ramsay (Senior Policy Officer (Corporate Governance) &
Clerk to Court).

Apologies: Sharon Sweeney.

1. MINUTES

Resolved: to approve the minutes of the meeting of 18 January 2022.

2. MATTERS ARISINGAction Log

The Committee received an action log summarising progress in relation to outstanding actions from previous meetings. In relation to filling the outstanding membership of the Centenary Trust, the Deputy University Secretary advised members that the vacancies had been filled and the action could therefore be considered closed. Andy Lothian and Anna Notaro had agreed to take up the role.

Members noted that the forthcoming changes to lay Court membership would affect the skills composition of the governing body and that the skills matrix would be reviewed when new appointments had been made.

- Resolved:**
- (i) to note that Andy Lothian and Anna Notaro had agreed to take up the outstanding appointments to the Centenary Trust;
 - (ii) to note that the skills matrix would be revisited following appointments to the lay membership of Court
 - (iii) to note the Action Log.

3. CONVENER'S UPDATE

The Convener updated the Committee on activities and interactions undertaken at a sectoral level which would be of relevance to the Committee. These activities had included meetings

with individual Court members and also with representatives of the trade unions in relation to the proposed changes to the University of Dundee Superannuation Scheme.

Resolved: to note the update.

4. **SECTORAL UPDATE**

The Deputy University Secretary apprised the Committee of a number of sectoral matters of potential interest to the Committee. Dr Laker advised members that the adoption of the International Holocaust Remembrance Alliance (IHRA) definition of antisemitism would be considered at the meeting of the Senate on 27 April 2022. The University Secretary had attended a Scottish University Secretaries' round table discussion with Ministers, Lord Mann and Jewish student leaders, which would inform the Senate discussion.

Members were advised of concerns in relation to the Scottish Government's Coronavirus (Recovery and Reform) (Scotland) Bill. Although the passage of the Bill was at Stage 1, where general principles were considered prior to debate in the Chamber, institutions had expressed anxieties that the powers associated with the Bill, such as the ability to enforce closure, could erode institutional autonomy across the sector. It was further noted that the ongoing Scottish Funding Council (SFC) Review of Post-16 Education would likely result in initiatives to more closely integrate Further Education and Higher Education.

The Committee considered the impact that the changes to funding for Graduate Apprenticeships would have for the institution and reiterated the University's commitment to lifelong learning. The Committee also noted the ongoing debate regarding Scope 3 emissions and was advised that the University would shortly move to appoint a Carbon Manager.

Finally, members were advised that Professor Gillespie had been elected as Chair of the Universities Scotland Research and Knowledge Exchange Committee and selected as the Scottish Vice-Chancellor on a Universities UK International (UUKI) short-life working group on European and International research funding.

Resolved: to note the update.

5. **CHAIR OF COURT ELECTION**

The Deputy Chair of Court updated members on the progress of the Chair of Court Election Appointing Committee. Members heard that, following a shortlisting meeting with Perrett Laver, the Committee had interviewed six applicants. Of these, two would proceed to contest the election. A hustings event led by the Deputy Chair of Court would be held on 28th March and voting would open on the morning of 30th March, running until 4pm on 1st April. The election result would be published on 1st April and the successful candidate invited to join the meeting of the Court in April.

The Committee then received a verbal report from the Deputy University Secretary on progress to date in the recruitment and selection of new lay members of Court. Dr Laker advised that, to date, the number of applications received was low and no potential members with the required financial expertise had been identified.

In discussion, members expressed disappointment in the apparent lack of interest and considered how best to optimise the recruitment process, noting the imperative for additional financial strength on the Court. The Committee considered expanding the search to include

other search agencies and agreed to delegate responsibility for approaching potential alternative agencies following shortlisting of the candidates presented by Perrett Laver.

- Resolved:**
- (i) to invite Court to note the result of the election for the Chair of Court; and
 - (ii) to update Court on progress made in the recruitment and selection of new lay members of Court.

6. **EARLY-STAGE COURT BUSINESS**

The Committee received a report on Early-Stage Court business for the meeting on 26 April 2022 for discussion and comment. Members were advised that it remained the intention to hold the meeting in person, subject to any changes in Scottish Government guidance. The Committee agreed that the pre-Court briefing would focus on the University's international activities, which would act to inform discussion on the size and shape of the institution at Court's meeting in June.

Members noted that the key business of the meeting would include the appointment of the next Chair of the Court and associated transition arrangements prior to 1 August 2022. In addition, the Court expected the University Executive Group (UEG) to update members on implementation plans developed in support of the University Strategy 2022-2027 and to receive a report on institutional Key Performance Indicators. A potential item on Capital Planning was also identified, subject to discussions at the UEG.

- Resolved:** to note the proposed Early-Stage Court business paper.

7. **REGISTER OF INTERESTS**

The Senior Policy Officer (Corporate Governance) reminded members of the process for the annual review of register of interest returns by senior officers. Members were advised that the return rate appeared to be only 50% and that Dr Ramsay intended to interrogate the data in order to establish whether the process had been affected by a lack of staff continuity within the Directorate. The Committee noted that, at present, no declarations had been identified which required discussion by the Committee.

- Resolved:**
- (i) to note the current report; and
 - (ii) to note that a further report would be presented to the next meeting of the Committee.

8. **REPORT ON SUBSIDIARY COMPANY DIRECTORS**

The Committee received the annual report on subsidiary company directors. No concerns or conflicts were raised for noting, although the departure of the Director of Finance would necessitate changes to some directorates.

- Resolved:** to note the report.

9. **NARRATIVE FROM THE COMMITTEE TO THE COURT**

The Committee recommended that the Convener highlight the following items to the Court: Chair of Court Election Appointing Committee, public stakeholder meeting, proposed Committee membership renewals.

10. UPDATE ON TRAINING MODULE COMPLETION

The Senior Policy Officer (Corporate Governance) provided an update on completion rates for Court members in relation to the mandatory Equality, Diversity & Inclusion modules. The Court was satisfied with Equality, Diversity & Inclusion module completion, with the exception of a small number of individuals who would be reminded of their responsibility to complete the training modules

Resolved: to note that the Senior Policy Officer would contact members individually with regard to outstanding modules, and otherwise to await a further report.

11. ANY OTHER BUSINESS

The Principal advised the Committee that three members of academic staff had been Fellows of the Royal Society of Edinburgh. The Chair of Court, on behalf of the Committee, congratulated Professor Inke Näthke, Professor Ewan Pearson and Professor Dame Carrie MacEwen.

12. DATE OF NEXT MEETING

Resolved: to note that the next meeting would be held on 24 May 2022.

Ronald Bowie
Convener

Appendix 7, Annex 1**Severance Policy****Introduction**

The University is required to comply with the [Scottish Funding Council's Financial Memorandum with Higher Education \(2014\)](#) which states that the University must have a Severance Policy. This policy is produced in response to that requirement and the policy is reviewed every year. The Severance Policy would ordinarily have been reviewed in December 2021 however as the University was still in consultation with the campus unions over a proposed Voluntary Severance Scheme it was agreed that it was appropriate to wait until these discussions had taken place and the outcome of these reported to the People and Organisational Development Committee. The consultation process has recently been concluded in relation to the Voluntary Severance scheme. Now that the terms of the Voluntary Severance scheme have been agreed by the campus unions, the Severance Policy has been reviewed and a number of amendments to the policy have been recommended. Proposed changes are highlighted in Appendix 1 and summarised below for endorsement by the Committee.

- (1) An amendment to Paragraph 5 (Scope) to provide clarity that the policy relates to core funded staff only.
- (2) An amendment to Paragraph 7 (Voluntary Severance) and Paragraph 8 (Mutually agreed severance) to address the fact that changes to the tax position for pay in lieu of notice means that if an employee's employment terminates and the employer pays a "relevant termination award" to that employee, the employer must calculate how much of the relevant termination award is "post-employment notice pay" ("PENP").

The PENP is subject to income tax and employee National Insurance contributions in full. Only the balance of the relevant termination award and any statutory redundancy payment is now eligible for the £30,000 tax and employee National Insurance contribution exemption.

- (3) An amendment to Paragraph 11 (Re-employment or Re-engagement with the University) to confirm that individuals who agree to terminate their employment relationship under the Severance Policy will not be considered for re-employment or re-engagement of any kind, including on a consultancy basis, for a period of 24 months from the termination date. The current policy states 12 months.

Severance Policy

This policy complies with the Scottish Funding Council's Financial Memorandum with Higher Education (2014), which states that the University must have a Severance Policy.

1. Background

The University is required to comply with the [Scottish Funding Council's Financial Memorandum with Higher Education \(2014\)](#) which states that the University must have a Severance Policy. This policy is produced in response to that requirement.

2. Introduction

Severance can describe a variety of termination arrangements related to the contract and relationship between an employer and an employee.

For the purposes of this policy, the focus will be on:

- **Voluntary Severance (VS)**
- **Mutually agreed severance:**
 - **In the case of dispute**
 - **Instigated by Protected Conversation where there is no dispute**

3. Severance Policy

The University of Dundee is committed to maintaining, as far as possible, security of employment for its employees.

However, there may be occasions when external or internal factors impact on the type or number of employees required and the University may have recourse to VS.

There may also be cases where both the University and the individual employee are in mutual agreement that it would be beneficial for the employment relationship to be ended.

For the avoidance of doubt, if any payment is outwith the University's standard contractual terms and obligations and may be perceived as a severance payment it must be subject to the terms of this Policy.

4. Aims of the Severance Policy

The Severance Policy aims to ensure that all employees will be treated fairly and the process applied is transparent, objective, rational and fully understood.

The policy provides an operating framework, which will ensure that the University does not use its funds (which include public funds) wastefully by making over-generous severance arrangements.

It aims to set out the University's approach to the use of severance, which is appropriate, consistent with good practice, transparent, fair, defensible and represents value for money when balanced against alternative courses of action.

5. Scope

This policy applies to all **core funded (to be added)** employees of the University. It should be noted, however, that there may be financial, resource and/or other imperatives at any particular time, which means that VS and/or mutually agreed severance may require to be varied. Nevertheless, the University's aims and principles set out in this policy will apply as far as is practical and appropriate.

6. The Principles of Fairness, Equity, Consistency and Transparency

Fairness of treatment amongst employees is central to the University's core values of Integrity and Valuing People and is an essential requirement when considering severance for individuals.

The principle of equity will be applied to ensure that no employee will be disadvantaged due to any protected characteristic: age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion and belief; sex or sexual orientation.

Particular attention should be paid to ensuring that no additional benefits or enhancements (financially or otherwise) are extended to employees who have either meritorious records or employees where the University is eager to terminate the employment relationship.

Such circumstances can lead to unintended bias and could result in, for example, direct or indirect age discrimination. Any departure from this framework for severance payments/benefits must be shown to be *objectively justified* by demonstrating that the action taken is a *proportionate means of achieving a legitimate aim* for the University.

This policy recognises the entitlement of the employee to exercise their statutory rights.

7. Voluntary Severance (VS)

From time to time, the University may seek expressions of interest in VS in order to reduce employee numbers and/or to reshape the workforce either across the University or in specific areas of the University for the purpose of corporate development, efficiencies and financial sustainability.

The University will utilise VS when it considers it appropriate, for a specified period. It does not operate an open-ended VS scheme for which employees may ask to be considered. On each occasion where there is a need for employee reductions and/or to reshape resources, the University will consult with the campus unions and consider VS as an option. The financial position of the University will determine whether or not VS is viable.

No eligibility restrictions will apply on the basis of length of service.

The right will be reserved to decline applications for VS where they are not in the University's interest or where a severance date cannot be mutually agreed.

The cost saving that must accrue to the University and the recovery period of the cost of VS payments for the Scheme will be determined in advance of VS being launched. A maximum period of 2 years is allowed to recoup the cost of VS but the duration may be shorter.

Whilst the VS payment offered may be considerably lower, the total VS payment should not exceed one year's salary and there is a maximum ceiling of £100,000 (see section 13 – Governance).

Salary will be calculated only on contractual salary components, awarded by the University.

Any severance payment made by the University will be subject to (i) the maximum threshold set out above, (ii) applicable law and (iii) the rules relating to tax and National Insurance contributions at the applicable date of offer. The University will provide full details to the individual at the time of

such severance offer. These arrangements are subject to changes in employment legislation and HMRC guidelines. (to be added)

VS will be executed by means of a legally binding Settlement Agreement,

The University will offer a contribution to the individual's solicitor's fees to ensure the employee obtains independent legal advice. The contribution will be reviewed periodically and announced when launching a VS scheme.

There is no general right of appeal against any refusal to grant a VS application. Where an employee considers that their request has not followed policy or has been dealt with unfairly, they will be entitled to follow the Grievance Procedure.

8. Mutually agreed severance

Situations can arise where both parties (employer and employee) agree that to continue the employment relationship would be unproductive. In such circumstances, a formal Settlement Agreement may be negotiated.

The University's offer should be reasonable, bearing in mind the responsibility the University negotiator has for the University's (including public) funds and should not exceed any maximum settlement amount outlined in this Policy or agreed by the Remuneration Committee.

The Settlement Agreement will specify the negotiated sum of money paid to the employee by the University, normally based on the notice period payment, but will take account of circumstances and risk.

Any severance payment made by the University will be subject to (i) the maximum thresholds set out above, (ii) applicable law and (iii) the rules relating to tax and National Insurance contributions at the applicable date of offer. The University will provide full details to the individual at the time of such severance offer. These arrangements are subject to changes in employment legislation and HMRC guidelines. (to be added)

Mutually agreed severance will be executed by means of a legally binding Settlement Agreement.

The University will offer a contribution to the individual's solicitor's fees to ensure the employee obtains independent legal advice. The contribution will be reviewed periodically and the amount detailed in the Settlement Agreement.

9. Replacement of Posts

Typically, no replacement will be made and the post will be deleted from the School's or Directorate's establishment and budget. If a replacement or reconfigured role is required this must be requested, with appropriate justification, at the time of the application for approval of the settlement agreement.

10. Pension

Any pension to which the employee is entitled will not be augmented by the University. It will only be enhanced if the individual elects to direct part of their Settlement Agreement payment to supplementing their pension. This is matter between the individual and their pension scheme.

11. Re-employment or Re-engagement with the University

Typically, individuals who agree to terminate their employment relationship under this Severance Policy will not be considered for re-employment or re-engagement of any kind, including on a consultancy basis, for a period of 24 months from the Termination Date otherwise they will, at the University's discretion, be liable to immediately reimburse whole or part of any settlement payment. (to be added)

The Settlement Agreement states that individuals in receipt of a settlement payment will not be considered for re-employment or re-engagement of any kind, including on a consultancy basis, for a period of 12 months from the Termination Date otherwise they must immediately reimburse 75% of the settlement payment. (Remove)

It is acknowledged, however, that there may be circumstances where it is in the University's interest, having made a settlement payment in order to reduce high recurring salary costs, to re-engage the individual on a very part-time basis, and at a considerably lower rate in order to take advantage of an aspect of their specialist knowledge.

Should such exceptional circumstances arise, approval will be required from UEG.

12. Approval Process

In considering cases of VS and mutually agreed settlements for approval, the University Executive Group (UEG) must have regard to legal and regulatory compliance, propriety and value for money as well as employee relations.

All cases must be approved in advance by UEG and reported annually to the Remuneration Committee.

Where a mutually agreed severance payment exceeds £100k or relates to a member of the UEG other than the Principal the Remuneration Committee must approve the payment in advance. All UEG level settlement agreements must be reported to the next available Court meeting with a statement of assurance that the settlement is consistent with all governance, management and HR processes.

With regard to the Principal, the full Court shall be required to approve severance terms on the recommendation of the Remuneration Committee

All decisions must be formally recorded (Appendix 1 - Application for Approval of Settlement Agreements Form).

Justification, including financial justification and Value for Money (VfM) in terms of the Financial Memorandum with the SFC, will be provided to UEG as set out below. Where the case relates to a member of the University Executive Group or exceeds £100k this information shall be provided to the Remuneration Committee.

Application for Approval of Settlement Agreements Form

The form will contain:

1. An explanation of the circumstances of the case, which must include a statement setting out the alternative proposals or options that were considered and the rationale for the option being proposed.
2. An account of the risk assessment undertaken together with details of any risk of potential litigation and likely outcome.
3. Confirmation that the relevant compliance, management and Human Resources procedures have been followed to date.
4. Details of the proposed settlement including a breakdown of the constituent parts of the proposal, if relevant, and proposed termination date.
5. An assessment of value for money offered by the proposal.
6. Any non-financial considerations.
7. Clarification in relation to the need or otherwise to replace the post-holder.

Settlements Relating to Members of UEG – including the Principal

1. For members of UEG, excluding the Principal, the Application for Approval of Settlement Agreements Form must be completed by the Principal.
2. For any settlement relating to the Principal, the Application for Approval of Settlement Agreements Form must be completed by the Chair of Court.
3. Any such applications relating to the Principal will be considered by the Remuneration Committee, which will make a recommendation to the Court.
4. Any such applications relating to other UEG members will be considered and approved by the Remuneration Committee and its decision reported to the Court at its next meeting.

13. Governance

The Role of the Remuneration Committee and Court

The Remuneration Committee's role is to ensure the existence of a University Severance Policy, which must be approved by Court.

From time-to-time, the Remuneration Committee will review the Severance Policy to ensure fitness for purpose.

The Remuneration Committee must approve, in advance, any severance payment which:

- Exceeds a threshold sum, as defined by Court (£100,000).

- Deviates from the standard severance terms approved by Court Applies to a member of UEG.

Where the severance package exceeds the maximum threshold agreed by Court, consultation with the SFC's Accountable Officer and external auditor requires to have taken place prior to the approval of the proposed severance package.

The Remuneration Committee must recommend to the Court, in advance, any severance payment in relation to the Principal & Vice-Chancellor.

In considering these matters, the Remuneration Committee must represent the public interest to ensure value for money and avoid any inappropriate use of public funds. Care should be taken not to approve a severance package which employees, students and the public might reasonably deem excessive.

14. Reporting

Equality Impact Assessment (EIA)

For the severance arrangements covered by this policy, the Director of Human Resources & Organisational Development (HR & OD) will produce an EIA analysis of the following statistical data:

Throughout the lifecycle of a VS scheme:

- the number of potential employees eligible to apply for VS.
- the number of VS applicants.
- those VS applications which have been accepted and declined.

Annually, the Director of HR & OD will also produce:

- the number and categories of employees who have received mutually agreed severance

Particular attention will be paid to inconsistencies relating to protected characteristics in either groups.

In addition the Director of Human Resources & Organisational Development will produce a final analysis and report detailing the outcomes of VS and mutually agreed severance together with any learning points that can be used to review and revise this policy as necessary

Remuneration Committee Reporting

The Director of HR & OD will produce a report, annually in November/December, for the Remuneration Committee.

For the previous 12 months, the report will provide a synopsis of (if applicable):

- The number of VS cases granted and declined; cost savings
- Details regarding those cases approved by UEG

- Anonymised circumstances and rationale for extending mutually agreed severance agreements including:
 - The total amount of the severance (including all emoluments and benefits) in each case
 - Details of the risk assessment undertaken, together with the risk of potential litigation.
 - Benchmarking data used.
 - Confirmation of compliance with governance, management and HR processes.

The Remuneration Committee will make its annual report to Court in December.

The Remuneration Committee should report any UEG level settlement agreement immediately to the next available meeting of Court.

15. Confidentiality

Any undertakings in relation to confidentiality should allow the transactions to be open to proper public scrutiny and in line with the University's Public Interest Disclosure (Whistleblowing) Policy.

16. Poor performance

VS or a mutually agreed settlement must not be used as a means of removing poor performers from the workforce. Poor performance should be addressed through use of the Capability Procedure and there should be no perception that poor performance is being rewarded.

17. Personal Considerations

The University's ethic of Valuing People must be explicitly demonstrated when an individual's employment is being terminated.

It is essential that the communication flow between the manager/official dealing with VS or a mutually agreed severance arrangement is excellent at each stage of the process.

The employee's contribution and service should be recognised and honoured within the School or Directorate and more widely in the University where appropriate. It is acknowledged that in cases of mutually agreed severance, the relationship may be tense or difficult which makes this challenging.

In all cases, any announcement should be discussed and the content agreed with the individual.

Prior to the leaving date, it may also be appropriate to discuss the gist or text of a reference that will be given in the event of a request from a prospective employer.

18. Delegated Authority

Court has delegated authority to the Remuneration Committee for recommending a policy to Court on senior employee severance that sets out general principles regarding all severance packages.

Other related information can be found at:

- [Redundancy avoidance agreement and code of practice](#)

- [Redundancy Policy](#)

Approved by Court – XX XX 2022

Appendix 8**REMUNERATION COMMITTEE MINUTES**

A meeting of the Committee was held on 3 March 2022 via Teams online meetings.

Present: Karen Thomson (Convener);
Megan-Rose Birdsall;
Ronald Bowie;
Sharon Sweeney;
Jane Marshall; and
Ron Mobed.

In Attendance: Professor Iain Gillespie (Principal and Vice-Chancellor);
Dr Jim McGeorge (University Secretary & Chief Operating Officer);
Julie Strachan (Deputy Director of HR and Organisational Development); and
Dr Alison Ramsay (Senior Policy Officer) as Clerk to the Committee for the meeting.

Apologies: Richard Bint.

1. MINUTESMinutes of the meeting held on 7 December 2021

Resolved: to approve the minutes of the meeting of the Committee on 07 December 2021.

Minutes of the meeting held on 7 December 2021 (Principal's remuneration)

Resolved: to approve the minutes of the meeting of the Committee on 07 December 2021 (Principal's remuneration).

2. COMMITTEE BUSINESS**(1) Lifetime Tax Allowance**

The Committee received and considered the above report from the Deputy Director of HR and OD on the risks associated with the Lifetime Tax Allowance (LTA). At its meeting on 7 December 2021, the Committee had expressed the need to ensure that the University's approach did not place it at a disadvantage and had requested a further report on the matter. The Committee had noted that the University offered no supplements or compensation for staff who had opted out of pension saving, although the position was kept under review and regular reports provided to members for consideration.

The Deputy Director of HR and OD advised the Committee that no member of staff leaving the organization had cited the University's approach as a reason for leaving and that the exit survey had been updated to include specific questions on no compensation, which would permit further analysis in future. Benchmarking information on the position

taken by other Universities would be presented to the Committee's meeting in December 2022 and regular updates would be provided on any issues identified in the recruitment and retention of senior staff.

The Committee was advised of the Enhanced Opt Out (EOO) option where active members of USS could opt out of the scheme entirely to stop accruing any further service but could continue to pay a small percentage contribution to maintain full death in service/ill-health benefit. Members sought clarification of the costs associated with Enhanced Opt Out and requested that a further report be provided to the next meeting of the Committee.

Resolved: to note that the position would be kept under review and further updates provided to the Committee, as required.

(2) Severance Policy

The Committee received and considered the above revised Severance Policy, which had been reviewed to align with the proposed Voluntary Severance (VS) arrangement proposals being submitted to the March meeting of the People & Organisational Development Committee. The Deputy Director of HR and OD advised members that consultation had taken place with the Campus Trade Unions.

Members identified a number of minor amendments and clarifications to be made including, *inter alia*, the definition of 'core staff'. The Committee also discussed anecdotal evidence of staff taking a VS payment and subsequently being re-employed by the University and requested that management continued to be vigilant in this respect.

Resolved: to endorse the proposed changes to the Severance Policy, subject to the amendments identified in discussion for submission to the People & Organisational Development Committee.

3. **NARRATIVE FOR COURT**

The Committee agreed to highlight to the Court discussions relating to the University's position on the Lifetime Tax Allowance and its consideration of the revised Severance Policy.

Resolved: to note the areas highlighted.

Thereafter, members proceeded to receive a presentation on the overall pay environment, including the use of benchmarking data in the work of the Committee. This was intended to apprise the Committee of wider issues, such as fair pay and the Living Wage and to ensure that members were conversant with relevant benchmarking data used in the sector.

Karen Thomson
Convener

Appendix 9

STAFF COUNCIL MINUTES

An online meeting of the Council was held on 7 March 2022.

Present: 250 Members of University Staff

Convener: The Principal

In Attendance: Members of UEG and Secretary to the Council.

Preliminary Remarks: The Principal welcomed Claire Martin to her first meeting as Convener of the Staff Council Standing Committee.

1. PRINCIPAL'S QUESTIONS

(for this item the Convener of the Standing Committee took the Chair)

Pensions Update

In the context of recent strikes related to pay and pensions, would the Principal provide an update on progress to resolve these disputes (both UoDSS and USS)? Would the Principal comment on the valuation of the USS that is behind some of the ongoing debate?

The Principal acknowledged that issues relating to pensions were challenging for all staff. He explained that the University's Executive Group had listened carefully to views expressed during the consultation on changes to the University of Dundee Superannuation Scheme (UoDSS) and that negotiations with the campus unions had been collegial and positive.

The Principal noted that there were different views on the proposal to change UoDSS from a defined benefit to a defined contribution scheme and that conversations with the unions explored all the issues involved.

While acknowledging that some differences remained, the Principal reported that an agreement on retaining a defined benefit scheme for existing scheme members was close. He explained that the proposal was submitted to University Court for discussion and approval in principle.

The Principal reported that after extensive discussion the Court had recommended changes to the Scheme that maintained, with some modifications, the defined benefit scheme for existing members and introduced a parallel defined contribution option available to new members as well as to existing members, should they choose to switch schemes. Once changes were introduced, no new members would be admitted to the defined benefit scheme. He noted that the new option would have advantages for those who found the current arrangements unaffordable, would help reduce financial risks for the University and provided a real choice for staff based on their individual circumstances.

The Principal noted that UEG and Court viewed the modified scheme as an attractive and competitive option that compared favourably to other private pension schemes on the market. He explained that full and open consultations on the changes would now take place and that a final detailed package would be submitted to Court for approval during academic year 2022-23.

The Principal explained that the Universities Superannuation Scheme (USS) was a national scheme that covered staff (equivalent to Grade 7 and above) in universities and colleges across the UK. He

noted that USS was the largest private pensions scheme in the UK. He explained that the University and College Union (UCU) and Universities UK (UUK) representing individual institutions were members of the Joint Negotiating Committee (JNC) looking at the future of the USS.

The Principal reported that the JNC had received a proposal for reform of the Scheme from UUK and a later proposal submitted by the Union. He noted that the JNC had decided to support the UUK proposal and had submitted this to the USS trustees before the Pensions Regulator would have been required to intervene.

The Principal expressed his personal view that the proposals would put the USS on a much more stable footing while making sure that the scheme continued to be an attractive and relatively generous scheme for University staff. He reported that discussions on the possibility of introducing different entry points for new staff were in progress.

The Director of Finance gave an update on the Valuation of the USS that had been the subject of debate across the sector and confirmed that the latest valuation took place in March 2020. The Director explained that the valuation was based on market position at the time and that as markets fluctuate, changes to the value of assets, service costs and deficit position should be expected.

The Director noted that the current market performance, in terms of lower returns on investments, increased inflation and the impact of the war in Ukraine on global economies, would have an impact on the level of deficit. The Director recommended that members of the Scheme refer to the relevant pages on the USS website for the latest information on these impacts. The Director explained that it was important to take a longer-term view on any evaluation and that the employers had concluded that the UUK proposal was the best one possible in current circumstances.

On the question of any changes having a greater impact on younger and newer staff, the Principal agreed that there would be differential impacts and that mitigation of potential inequalities would be an important part of the UoDSS consultation phase, when more detailed data would become available. He noted that the workforce profile of Grades 1-6 in the University might mean that more women would be affected by changes to the UoDSS.

The Interim Director of Human Resources reported that an Equality Impact Assessment (EIA) had been drafted in relation to the UoDSS proposals as a normal part of the process. The Interim Director noted that talks with the campus unions were ongoing and that the potential for greater levels of impact on younger and/or female staff members had been acknowledged.

The Interim Director emphasised that the identification of differential impacts on particular groups did not guarantee that clear solutions would be possible. The Interim Director explained that the EIA helped ensure that the University had properly considered all reasonable mitigations. She noted that the draft EIA would be worked through and finalised with input from the campus unions.

AES Projects and Staff Workloads

Would the Principal provide an update on the Academic Excellence and Sustainability projects – not just the new School but also the S&E Review and the move of facilities from Ninewells to the City Campus? Staff are worried about the additional workloads associated with these projects and the long-term implications of these changes.

The Principal noted that academic excellence and sustainability, an enhanced digital campus post-pandemic and growing international student numbers were three top strategic priorities for the University, identified by Court and reflected in discussions on the University Strategy to be launched from April.

The Principal explained that the initial focus on academic excellence and sustainability projects had developed into a core programme for the University over the past year. He noted that the programme contained both School-specific and cross-University projects that focussed on excellence and efficiency. He reported that the new combined School of Humanities, Social Sciences and Law continued to be developed in time for its formal launch in time for the next academic year.

The Principal reported that the new School's ambitions along with those of the School of Art & Design had been discussed during a productive visit from Professor Chris Smith, Executive Chair of the Arts & Humanities Research Council.

On the question of the strategic review in the School of Science and Engineering, the Principal explained that investment was needed to ensure the School made the most of future opportunities and contributed to finding solutions for a range of local and global challenges.

The Principal reflected on his attendance at a number of different meetings (involving variously, Kate Forbes (Cabinet Secretary for Finance and the Economy), Andrew Mackenzie Chair of UKRI, Professor Sir Ian Boyd Chair of UK Research Integrity Office and David Peattie, CEO of the Nuclear Decommissioning Authority) and noted the growing expectations of government and funders that universities take a leading role in delivering a just transition, environmental sustainability and net-zero policies.

On the question of moving facilities from Ninewells to City Campus, the Principal explained that while compliance and animal welfare issues were behind the pace of change there was a longer-term ambition to ensure closer working between the Schools of Medicine and Life Sciences. The Principal noted ongoing work led by the Vice-Principals to deliver portfolio review, curriculum re-design and efficient research activity. He acknowledged that these projects required considerable bandwidth and that the University would need to ensure sustainable workloads.

The Senior Vice-Principal agreed that the development and implementation of the Academic Excellence and Sustainability programme would help manage workload issues by helping to eliminate inefficiencies and streamline all aspects of delivery.

The Senior Vice-Principal explained that the goals of achieving academic excellence and delivering a strong and sustainable financial basis would not be met through unsustainable increases in workload. He noted that all of the Programme workstreams involved creating opportunities for improvement and needed to be fully integrated into a rigorous academic planning process that could ensure that efficiency and coherence is the friend of excellence.

On the question of the recent unexpected increase in student numbers and the impact of workload for teaching and support staff, the Senior Vice-Principal agreed that the University needed to be agile and have sufficient headroom to respond to unexpected success in a strategic way.

He noted the University's longer-term plans to support greater security and inclusivity in its academic workforce planning.

Looking to the Post-Pandemic Future

While many staff are relieved about the gradual return to work and study on campus, there are still significant concerns about a rise in student Covid-19 cases, the health and well-being of staff and continuing uncertainty on the future of hybrid working.

Would the Principal tell us how future working arrangements will be decided and his views on what the “new normal” will eventually look like?

The Principal reflected on his positive experience of seeing more life on campus and greater levels of interaction with staff and students. He noted that measures to help protect the community and the efficient roll-out of vaccinations had helped lessen the impact of the virus. He acknowledged that case numbers would naturally fluctuate and that it was important to realise that the virus had not been eliminated.

The Principal welcomed the ability of on-campus facilities to re-open, including the Students' Association. He noted that students were very pleased to be able to return to a more usual campus experience.

On the question of what the “new normal” might look like, the Principal argued that there would not be a one size fits all solution. He invited members of Council to consider the new facilities in the School of Education & Social Work as a good example of how innovative use of space will be able to support a range of working practices in the future. He also noted the example seen on the Kirkcaldy campus where different, flexible use of space was needed to meet academic and student needs.

The Vice-Principal Education reported that student Covid-19 case numbers were falling after a spike seen at the start of Semester. He noted that the spike was linked to social rather than teaching activity.

On plans for the next academic year the Vice-Principal emphasised that the University had learned new, better ways of working and would not simply revert to pre-pandemic practices. He welcomed the opportunity to embrace the positive aspects of new ways of working and incorporate them into a creative and innovative approach.

The Vice-Principal acknowledged that the majority of students wanted face to face teaching and supported efforts to rebuild elements of the student community that were lost during the pandemic. The Vice-Principal explained that plans for the next academic year were being prepared and would be circulated for staff input once firm advice had been issued by the Scottish Government.

The University Secretary reported that sector specific guidance on how to manage a general return to campus had yet to be published. He noted that the University would focus on delivering an improved student experience while also ensuring safe and effective arrangements for teaching and research activity on campus.

The Secretary noted the ongoing Hybrid Working pilot that would run until the end of May 2022 and that many had found very useful. He reported that the University was now looking at ways to take this forward in consultation with staff and managers in the Professional Services.

The Deputy Director of Human Resources noted that a Return to Campus Planning Group had been considering relevant issues on hybrid working. The Deputy Director explained plans for an

evaluation of the Hybrid Working Pilot, including the development of measures to help gauge success and a pulse survey to gather feedback from staff, managers and service users.

How is the University Supporting its Ukrainian students?

Would the University consider donating the savings made during the recent industrial action to the Disasters Emergency Committee providing humanitarian aid to Ukraine.

The Principal welcomed the suggestion of donating to the Disasters Emergency Committee and agreed to explore options on this issue.

The Vice-Principal International invited all staff to attend a vigil on Campus Green planned for Tuesday 8 March.

On the question of support for students affected by the conflict, the Vice-Principal reported that the small number of students from the countries directly involved in the conflict had been contacted by their Schools on an individual basis.

The Vice-Principal confirmed that the Director of Finance would be looking at the University's investment portfolio for any issues and that the University did not have any current academic collaborations with institutions affected by the conflict.

The Vice-Principal reported on plans to ensure that the University's Humanitarian Scholarship Scheme could be used in support of potential students from Ukraine.

The Vice-Principal welcomed the actions and expressions of solidarity with the people of Ukraine seen from students and alumni of the University.

The Principal concluded the meeting by reading out a message he had received from an alumnus of the University in Ukraine.

Dear Professor (Gillespie) and the University team, I thank you for your email. I do feel your support and highly appreciate that today. You're all with me in my country. I'd like to write a bit more, but unfortunately in one hour I have to be at a checkpoint to defend my city. We will win this war, Slava Ukraini, with Dundee in my heart.

2. NEXT MEETING

The Next Meeting of Staff Council will be on 25 April 2022 – Location to be confirmed.

**Professor Iain Gillespie
Principal
March 2022**