

UNIVERSITY OF DUNDEE**UNIVERSITY COURT**

A meeting of the University Court was held on 20 February 2006.

Present: Mr J R Milligan (in the Chair), Principal Sir Alan Langlands, Dr R J Abboud, Ms C A Bain, Professor A Burchell, Dr J R Elliott, Mr B W M Johnston, Dr J Lowe, Dr H Marriage, Professor A F Newell, Ms A Newton, Ms E A Robertson, Dr A M Roger, Dr L A L Rolland, Mr E F Sanderson, Mr W Sutherland, Dr M R Ward, Mr W Wilson and President of the Students' Association.

In Attendance: Vice-Principals Professor D H Boxer and Professor J Calderhead, Professor S C Hunt (Dean of Nursing & Midwifery), Secretary, Deputy Secretary & Clerk to Court and Directors of Admissions & Student Recruitment (for item 34), Finance, Human Resources and Information Services.

33. MINUTES

The Court decided: to approve the Minutes of the meeting on 19 December 2005, subject to amendment of the end of the second paragraph of Minute 23 to read: '... the reduction of the surplus for the year to £1.4m as a result of accounting adjustments recommended by the auditors did not significantly affect the previously projected cash flow.'

34. MATTERS ARISING**Student Recruitment (Minute 20, resolution (ii))**

The Court received a presentation by the Director of Admissions & Student Recruitment on the University's marketing strategy and the current position with regard to applications for admission in 2006. Emphasis was placed on the University's investment in brand-building through professional advertising aimed directly at potential students rather than careers advisers. The demographic decline in Scottish school-leavers was beginning to have an impact on the higher education sector, but Dundee was not seriously affected so far, with increases in applications being recorded in most areas.

35. CHAIRMAN'S BUSINESS

The Chairman referred to the recent visit of the Chancellor of the Exchequer, who had opened the Drug Discovery Unit and had shown great interest in work being done in the University. The Chairman also mentioned his attendance with other University representatives at the Guildhall in London on the occasion of the award to the

University of the Queen's Anniversary Prize: these prizes were clearly held in high esteem and he had found it to be a very enjoyable event.

The Chairman indicated that he would make an announcement about the Chancellorship of the University at the end of the meeting.

36. **PRINCIPAL'S REPORT**

The Court received a report from the Principal (**Appendix 1**). He added to the report by referring to recent changes in the provision of Chemistry in the University, which had been highlighted in *Chemistry World*, a journal of the Royal Society of Chemistry, as an example of a successful multi-disciplinary approach to the subject. He also updated the Court on the conclusions of the Senior Management Team's recent away-day. One significant outcome, influenced by the views of Deans in particular, was that the principles underlying the existing strategic plan, *Towards 2007*, were still sound and that care should be taken in introducing new priorities not to eclipse the implementation of current plans at Faculty level. The period ahead, as defined in the new strategic plan, should therefore be as much about consolidation of the progress made in recent years as about looking to the future. There had also been a clear focus at the away-day on financial planning, with issues clearly identified and agreement on the need for a robust strategy.

The following points were noted in discussion of the Principal's Report:

- (a) The agreement between the University and A*STAR in Singapore was an unusual arrangement that was unlikely to be widely replicated, although the University had similar (but more targeted) programmes in India and China.
- (b) The sale of the Gardyne Road campus to Dundee College was being progressed, with ownership due to be transferred to the College from August 2006. The University would continue to manage the site and occupy it as a rent-free tenant for one further year, with the move of the current Faculty of Education & Social Work to the City campus scheduled to take place in July 2007.
- (c) The proposed University Venture Fund was still at an early stage of development and a report would be made to the Court in the near future.

37. **DEVELOPMENT OF UNIVERSITY STRATEGIC PLAN 2007-12**

Arising from the Court's discussion at its previous meeting of emerging themes for the next institutional strategic plan, topic papers were received on the student learning experience, student employability and staff development. A draft of the strategic plan was expected for the Court's next meeting in April: the purpose of these papers was to provide Court members with a more detailed understanding of current developments in each area. The papers on the student learning experience and student employability were presented by the Vice-Principal (Educational Development), with additional comment on the former by the President of the Students' Association; the paper on staff development was presented by the Director of Human Resources.

In discussion of staff development, the view was expressed that while the range of current activity was impressive, the approach appeared to be reactive rather than strategic. It was also pointed out that the Staff Development & Review Scheme was not mentioned in the paper and it was suggested that the Court should receive information on how effectively the scheme was being used across the University. The Convener of the Human Resources Committee indicated that the view of the Committee was that the Staff Development & Review Scheme should not be compulsory, but should become part of the institutional culture. The University was at an important juncture, with a new organisational structure being introduced and a new strategic plan in preparation. The time was right for a stronger investment in staff development to support the change agenda; in consequence, moreover, the resourcing of this activity would need to be reviewed.

38. **CHANGING THE STRUCTURE OF THE UNIVERSITY**

The Court received a paper by the Principal, setting out final proposals for changing the academic management structure of the University, which had recently been approved by the Senatus at its meeting on 8 February 2006 (see Minute 42). The proposals had been developed in a number of respects since the Court's previous meeting in December; in particular there were new appendices concerning (a) the College of Art & Design, Architecture and Engineering & Physical Sciences and (b) the membership of Senate as well as of College, School and Programme Boards. The Principal also referred to a recent Ministerial letter from the DfES to Vice-Chancellors of English Universities concerning the deregulation of governance: this provided reassurance that the proposed approach to amending the University's Charter and Statutes was sound.

The Principal acknowledged that the timetable for implementation, with the main elements of the college and school structure to be put in place by 1 August 2006, was challenging. The view of the Senatus, however, was that the restructuring should be carried out as swiftly as possible. He had met recently with representatives of DAUT, which was reserving its position on the restructuring: the union was not opposed to structural change in principle, but was concerned about its impact on staff. The other campus unions had similar concerns about staffing issues.

The following main points arose in discussion:

- (a) Reassurance was provided that the processes for appointing the heads of colleges and schools would be fair and transparent. As provided in the document, staff would be consulted about the process in each case, while the balance of representation proposed for selection committees was considered appropriate. It was important that the nature of the consultation process was not prescribed inflexibly, as the primary objective was to facilitate the best match of candidate to the relevant job description. In the light of experience, it was considered unlikely that the appointing committees envisaged would be unable to reach a decision.
- (b) While the Senatus had been acquiescent at its recent meeting, this should not be interpreted as reflecting opposition to the proposals on the part of academic staff. On the contrary, although there were genuine concerns about the

process of implementation – i.e. the importance of ensuring good appointments for academic leadership, the amount of effort required to achieve the restructuring, and the risk of distraction from academic priorities such as the RAE – there was a general recognition of the need for change and a desire for an efficient process of transition.

- (c) One member remained opposed to the proposals on the grounds of a loss of collegiality - a recognised element in the traditional checks and balances which made for good governance in universities - because Deans would no longer be elected. It was argued on the other hand that hitherto the appointment of Vice and Deputy Principals and Heads of Departments had been a matter left largely to the discretion of the Principal, while under the new arrangements there would be more formal participation by the academic staff of the University in the procedures for making senior appointments. There would therefore be a net improvement in staff representation in governance processes.
- (d) The President of the Students' Association confirmed that the student body was supportive of the restructuring proposals.

The Court decided: by 18 votes to 1:

- (a) to approve all the recommendations relating to the restructuring of the University into four Colleges;
- (b) subject to any modifications which might be required by the Privy Council, to ratify the proposed amendments to the University Charter and Statutes (**Appendix 2**), thereby completing the required Special Resolution.

39. **FUTURE OF SCHOOL OF NURSING & MIDWIFERY CAMPUS IN FIFE**

The Court received a paper, which was presented by the Dean of Nursing & Midwifery, outlining proposals for consolidating from 2007/08 the theoretical part of the pre-registration nursing curriculum in Dundee, including the transfer of teaching and support staff from the Kirkcaldy campus. Fife-based students would continue to spend more than half of their studies on placements in health and social care settings in Fife, while the University would retain a post-registration and postgraduate educational facility and library in Fife (in a location yet to be determined). The future of manual staff in Fife would depend on the future use of the Kirkcaldy campus, which was owned by NHS Fife. Consultation on the proposals was taking place with NHS Fife, the Scottish Executive Health Department, staff and students, professional organisations and trade unions, and other interested parties.

The Dean explained the reasoning behind the proposals, including the benefits for students and staff in interacting with their own discipline and the wider University community in Dundee. The main objections which had been raised were that a large proportion of Fife-based students were mature, with local commitments, and that commuting to Dundee (particularly for those based in south Fife) constituted excessive travel. The Dean explained, however, that the School's student population

was about evenly divided between those under 25 and those over that age; more than half of the pre-registration programme, moreover, was spent in clinical placements, requiring travel outwith Kirkcaldy and involving shift work. It was noted that all midwifery and child nursing education had been centralised in Dundee some years ago. The Dean also commented on the various factors contributing to high attrition rates in nursing, which were common to the profession and not peculiar to Fife.

One important aspect of the proposals was to assess the feasibility of extending articulation agreements with colleges of further education as an entry route for nursing students. Currently 20% of applications to the School came via further education and there was scope for this proportion to be increased. Court members were strongly in favour of such an approach, which would address some of the concerns of the local community and uphold the University's commitment to nursing education in Fife.

The proposals had attracted some adverse publicity in the Fife press and Court members had individually received communications from a campaign group supported by the unions and from Marilyn Livingstone MSP, expressing her concern about the University's intentions. There were some factual inaccuracies in her letter of which the Court was advised. These communications reflected a widely held misconception that a decision on nursing education in Fife was due to be made at this meeting of the Court. It was stressed that the review was on-going and that final proposals would be submitted for the Court's approval later in the academic year. The Court was warned that, now this issue had entered the public domain in a clamorous way, there was considerable potential for disinformation and it was important to focus on the facts of the case. Members agreed that it was in the University's interests to communicate with the press in all parts of Fife.

The Court decided:

- (i) to note the position and to await final proposals in due course;
- (ii) to invite the Principal to respond to Mrs Livingstone's letter on behalf of the Court and to send to members a copy of his reply.

40. RESEARCH ASSESSMENT EXERCISE

The Court received a paper from the Vice-Principal (Research & Enterprise), drawing together the outcomes of externally assisted reviews of the University's research portfolio in preparation for the 2008 RAE. Professor Boxer explained both the significance of the RAE for the University's core income and the University's approach to the management of research. Strategically the University aspired to international excellence in all areas: some centres of activity had achieved that goal, while others were still striving to get there. It was important to take proactive steps to protect excellence, as it was all too easy to jeopardise high RAE grades through neglect. At the same time high performers could be used to assist other areas; effort was also invested in supporting smaller concentrations of high quality activity, including the development of partnerships.

The internal reviews had been intended to highlight the potential for improvement and the various recommendations naturally drew attention to issues requiring action.

In answering members' questions, Professor Boxer also pointed out that, while a few had yet to be completed, the reviews had been carried out over a period commencing in October 2004 and consequently there had been adequate time for corrective action to be taken. He commented on certain areas where the need for action, as identified in the paper, seemed significant. Generic issues had also emerged from the review process which were being addressed across the University: these included providing support for key staff, mentoring arrangements for junior researchers and striking an appropriate balance between teaching and research duties.

The Court decided: to endorse the approach being taken in preparation for the RAE.

41. **SUBSIDIARY AND OTHER RELATED COMPANIES**

The Court noted a summary annual report on 25 subsidiary and other companies in which the University had a significant interest or responsibility.

42. **COMMUNICATIONS FROM THE SENATUS ACADEMICUS**

The Court received a report from the meeting of the Senatus on 8 February 2006 (**Appendix 3**).

The Court decided:

- (i) to approve the recommendations concerning conferment of the title of Professor Emeritus;
- (ii) subject to ratification at the Court's next meeting in accordance with the procedure prescribed in the Charter, to approve the amendment of Ordinance 39 to include the Degree of Master of Letters (MLitt);
- (iii) otherwise, to note the report.

43. **HUMAN RESOURCES COMMITTEE**

The Court received the report of a meeting of the Committee on 31 January 2006 (**Appendix 4**). In relation to national pay negotiations (item 6(1)), the Court was advised that the result of the AUT ballot, on a 51% turnout, was a 64% vote (i.e. 32% of its membership) in favour of strike action and 81% (i.e. 40% of its membership) in favour of action short of a strike. This outcome, despite only a minority of members having expressed support for industrial action, was likely to mean a national one-day strike in March and other action short of a strike.

On health and safety (item 9), it was reported that a letter had been received from the Health & Safety Executive making suggestions on the risk assessment process for work-related stress, following review of a case involving technical staff in a particular area of the University. The HSE had also queried whether sufficient occupational health resource was being devoted to statutory compliance issues. A reply would be sent to the HSE by the Principal.

The Court decided: to approve the report.

44. **FINANCE & POLICY COMMITTEE**

The Court received the report of a meeting of the Committee on 30 January 2006 (Appendix 5).

The Court decided: to approve the report.

45. **ETHICAL REVIEW COMMITTEE**

The Court received an annual report on the Committee's work for the calendar year 2005.

The Court decided: to note the report.

46. **TERMINATION OF STUDIES**

The Court decided: to establish the following ad hoc committee to undertake on the Court's behalf, under the terms of Statute 9(5)(b), a review of a decision of the Termination of Studies (Appeals) Committee of the Senatus:

Mr Eric Sanderson (Convener)
Dr Rami Abboud
Ms Alison Newton

47. **STAFF**

Exercise of Delegated Powers

The Court noted the appointment of the following:

(a) Professorial Appointments

Dr Ian Parkin, University of Cambridge	Chair of Applied Clinical Anatomy (joint post with Royal College of Surgeons of Edinburgh)	1 January 2006
Dr Paul Wyatt, Astex Therapeutics Ltd	Director of Drug Discovery, Faculty of Life Sciences	20 March 2006

(b) Dean of Dentistry

The Principal reported that he had reappointed Professor Bill Saunders for a further term from 1 August 2006, in the particular circumstances pertaining to the development of the Dental School and with unanimous support from the staff of the School. Further discussion with Professor Saunders would take place at a later stage, as part of the process of appointing Deans of Schools within the new four-College structure.

48. **CHANCELLOR**

The Chairman intimated the decision of the joint appointing committee of the Court and the Senatus in relation to the Chancellorship. The candidate identified had expressed himself to be honoured by the invitation and willing to serve in this office.

The Court decided: to approve with acclamation the appointment of Lord Patel of Dunkeld as Chancellor of the University, to succeed Sir James Black from 1 April 2006.

APPENDIX 1

PRINCIPAL'S REPORT (Minute 36)

Policy and Strategy Update

The Scottish Executive is gearing up for a further round of consultation on the future of higher education in Scotland. This anticipates a tougher spending review in 2007 and is likely to focus on the economic impact of Scottish universities and their social and cultural contributions.

Meanwhile the Scottish Funding Council has announced a review of teaching funding methodology with a target completion date of 2008. Resource allocation decisions for 2006/07 will be announced in mid-March. The 2007/08 pattern of resource allocation will be in line with the 2004 Spending Review and every effort is being made to achieve some clarity about prospects for 2008/09 when it will be important to maintain the SR2004 baseline and the continuation of national capital allocations.

The Senior Management Team met on 13 February 2006 to review the strategic themes discussed at the last meeting of Court and to consider how best to build on current strategic and operational priorities. Progress on structural change, the capital programme, key elements of financial strategy, the impact of 'Full Economic Costing' and preparations for the Research Assessment Exercise were also discussed. A brief update on the conclusions of this meeting will be included in my oral report to Court and follow up papers will be prepared for the Finance & Policy Committee and Court.

Learning and Teaching

A new Learning and Teaching Strategy has been completed and will now be submitted to the Learning & Teaching Committee then to Senate for further discussion.

A session of five presentations on learning and teaching were included, for the first time, in this year's Discovery Days in an effort to disseminate and share best practice.

A Memorandum of Understanding was signed between the University and A*STAR – the Agency of Science Technology and Research in Singapore. This initiates a flow of top quality, fully funded PhD students from Singapore to Dundee for two years of a four-year period of study leading to a University of Dundee degree. Imperial College, London and the Karolinska Institute, Stockholm are the only other European institutions with similar agreements in place. A team from A*STAR visits Dundee in March.

The UCAS deadline for university applications passed on 15 January and early indications are that the level of applications has plateau-ed but quality of applicants has improved. The Direct Entry Scheme into second year has been well received and appears to have attracted an increase in applications. Encouragingly most of these are from England and Northern Ireland in line with strategy.

A series of eight one-day taster courses involving almost 500 S2 pupils from Tayside and Fife commenced on 24 January and will run to mid-March.

Discussions have been initiated with NHS Fife about the possibility of transferring theoretical aspects of the undergraduate nursing and midwifery programme currently taught in Kirkcaldy to the main campus in Dundee from September 2007.

Library accommodation has already been transformed in some areas to accommodate group work. Careful attention is being paid to the use of space for various learning styles and research purposes. The library extension is likely to be completed in 2007.

The site is currently being cleared for the development of the new teaching block at Hawkhill and work is also under way to refurbish the Old Medical School/Carnelley complex. This will enable the transfer from Gardyne Road.

Research and Enterprise

Research reviews are now almost complete and preparations for the RAE are going into full gear. A policy on staff selection to go forward for the RAE, taking into account equal opportunities guidelines, is being developed by the

Human Resources Director and an overall approach is currently being prepared for discussion with the Research Committee and Deans.

Ground-breaking 'systems on a chip' technology by Dr Steve Parkes has attracted development funding of £250k from NESTECH to produce a demonstrator as a prior step to launching the spin-out company, ChipNet in October.

Preliminary discussions are taking place with two venture companies with a view to creating a £10m University Venture Fund.

Awards and Congratulations

Congratulations to Professor Alan Fairlamb on the award of the CBE in the New Years Honours List.

Congratulations to Professor John Raven who was honoured by the British Psychological Society, with the presentation of Honorary Life Membership for a lifetime's work in this area.

The Queen's Anniversary Prize was awarded to the University at Buckingham Palace on 16 February for the work of the Division of Signal Transduction Therapy. Congratulations to Professor Sir Philip Cohen and to Professor Pete Downes and their teams for work in this area.

Congratulations are also due to the University Sports Clubs for their achievements in 2005. These include selections for the Commonwealth Games in running and swimming and successes across a range of sports including volleyball, rugby, hockey and hurling.

Congratulations to PhD student Fraser Milne in Engineering & Physical Sciences for being awarded the top prize in a national competition organised by the Scottish Geotechnical Group and the Geological Society West of Scotland Group with his project on the landslide at Glen Ogle.

Congratulations to final year textile students Selina Law and Angela Mackay, at Duncan of Jordanstone College of Art and Design, who took first and third place in the Colour in Design competition organised by the Society of Dyers and Colourists.

Events

The Discovery Days 2006, staged on 12 and 13 January in Tower Extension Lecture Theatre, were again a success with 23 wide-ranging presentations attracting a good average audience and proving an effective showcase for the University's cutting-edge research. A book is now in production and the posters are currently being exhibited at Ninewells before going on to Gardyne Road and Sensation.

A University delegation to Singapore was successful in the promotion of Life Sciences and Duncan of Jordanstone College of Art and Design.

The Rt Hon Gordon Brown MP, Chancellor of the Exchequer, performed the official opening of the £13m Drug Discovery Unit led by Professors Michael Ferguson and Alan Fairlamb to tackle some of the world's most neglected diseases.

The London launch of an exhibition of Michael Peto's Beatles pictures from the University Archives, and the publication of a de-luxe limited edition book by Genesis Publications was a great success, attracting a good audience including many alumni.

The Dundee Book Prize attracted 100 entries before its electronic deadline on 1 February and expects more before the hard copy deadline on 1 March.

The Saturday Evening Lecture Series began on 4 February with Sir Craig Reddie talking about how the Olympic bid was won. Professor Andrew Morris lectured on 18 February on *Metabolic Mayhem! How should we confront the Diabetes Epidemic?*

APPENDIX 2

AMENDMENTS TO CHARTER AND STATUTES (Minute 38)

Charter

Delete articles 9 and 10 entirely and replace with a new article 9:

‘The organisation and management of the academic disciplines of the University, and all matters pertaining thereto which the University may think proper to regulate, shall be as prescribed in the Statutes or Ordinances.’

Renumber succeeding articles accordingly.

Article 18 (renumbered 17): delete ‘the Faculties,’.

Statute 1 – Definitions

Delete the definition of a Faculty.

Statute 9 – The Court

Replace the existing paragraph (5)(m) with the following:

‘With the approval of the Senatus, to regulate and alter the organisation and management of the academic disciplines of the University.’

Statute 10 – The Senatus

Delete paragraphs (1)(d)-(h) and (k)-(m); and redesignate paragraphs (1)(i) and (j) as (d) and (e).

Insert the following new paragraphs (1)(f)-(h):

- ‘(f) Such other student representatives as the Court, on the recommendation of the Senatus, may from time to time determine.
- (g) A minimum number of fifty-one Professors, Readers, Senior Lecturers and Lecturers who shall be elected in accordance with such procedures, and who shall hold office for such period and on such conditions, as may be prescribed by Ordinance.
Provided always that not less than two-thirds of the total number shall be Professors.
- (h) Such other Professors, Readers, Senior Lecturers, Lecturers and officers of the University as the Court, on the recommendation of the Senatus, may from time to time determine and who shall hold office for such period and on such conditions as the Court shall decide.’

Delete paragraphs (2)(a)-(c) entirely and renumber succeeding paragraphs accordingly.

Paragraph (5)(l) (renumbered 4(l)): replace sub-paragraph (vii) with the following:

‘For regulating and altering the organisation and management of the academic disciplines of the University;’.

Replace paragraph (5)(q) (renumbered 4(q)) with the following:

‘To delegate powers or business to other subordinate bodies.’

In paragraph (5)(r) (renumbered 4(r)) delete ‘Faculty Board’ and substitute ‘subordinate body’.

Statute 11 – The Faculties

Delete entirely.

Statute 12 – The Deans of the Faculties

Delete entirely.

Statute 13 – Acts during Vacancies

Delete 'Faculty Board, ' and after 'Statutes' add 'or Ordinances'.

APPENDIX 3

COMMUNICATIONS FROM THE SENATUS ACADEMICUS (Minute 42)

1 PRINCIPAL'S REPORT

The Principal drew attention to the large number of staff and student achievements mentioned and, in particular, to the official opening of the Drug Discovery Unit led by Professors Alan Fairlamb and Michael Ferguson.

2In addition, he noted that the Scottish Executive was about to embark on another round of discussions about the future of higher education and that any response to the issue of variable tuition fees in England was not expected before the 2007 Scottish elections. Universities Scotland intended to continue to try to protect the sector's funding and to make the case for investment in the research-intensive universities as well as the need for capital development of the teaching infrastructure. In relation to the latter point, it seemed likely that the teaching infrastructure fund would be largely allocated on a formula basis with some element top-sliced for specific projects.

3 CHANGING THE STRUCTURE OF THE UNIVERSITY

The Senatus received a paper from the Principal reaffirming the key proposals and recommendations for change, along with three appendices dealing with the College of Art & Design, Architecture and Engineering & Physical Sciences, the structure and membership of Senate, College, School and Programme Boards, and proposed amendments to the Charter and Statutes. The paper also included a tentative programme for implementation of the restructuring proposals should they be approved by the Court.

In his introduction, the Principal noted that the proposals had been refined following extensive consultation around the University after the last Court meeting on 19 December 2005. The proposals, along with Senate's comments, would be submitted to the Court on 20 February and required, for approval, a vote in favour of at least 75% of the members present and voting at that meeting.

The paper incorporated a clearer vision of the way forward for Duncan of Jordanstone College, emphasising the importance of retaining its identity in the context of its competition and collaboration with the other Colleges of Art in Scotland. The proposals for Senate, College and Schools Boards responded to concerns about a possible democratic deficit and increased the participation of staff and students in the governance structure as well as providing a degree of flexibility to allow for differing 'local' circumstances. The Charter and Statute amendments took an approach which also allowed an element of flexibility and the potential for responding more quickly if changes to governance were required in the future by devolving some powers from the Statutes to Ordinances.

On the timetable for implementation, it was noted that some form of shadow colleges would have to be created quickly to enable the effective involvement of appropriate staff in the recruitment process for College Vice-Principals and Deans of Schools.

On Duncan of Jordanstone College it was emphasized that the proposed College entity embraced the current Schools of Design, Fine Art and Television & Imaging and would be equivalent to a School elsewhere in the revised structure. The current schools would be part of the sub-structure to be determined in Duncan of Jordanstone and would not be headed by Deans. It was acknowledged that there needed to be a careful balance between Duncan of Jordanstone retaining its identity and continuing to be an integral part of the University; in consequence while Duncan of Jordanstone would have the status of a school, school would not be a part of its title.

The post of Deputy Principal of Duncan of Jordanstone would be subject to the same appointment process as envisaged for Deans.

On the proposals for the membership of Programme Boards, it was noted that the nomination of Conveners would involve a consultation process with relevant staff akin to the current method of appointing heads of departments.

The issue of the involvement of post-doctoral researchers in governance was raised and it was noted that the proposals for the membership of College and School Boards allowed sufficient flexibility for individual Colleges to include such staff as it felt to be appropriate.

On the powers and functions of College Boards, it was noted that the phrase 'responsibility for all of the academic affairs of the Colleges' included research and that it was a matter for the Colleges to determine the most appropriate means of managing their research activity.

The means of articulation and communication between Colleges and support services was noted as an issue for consideration during the implementation process.

It was emphasized that the proposals allowed for flexibility of organization below the School level. This was largely a matter for the Colleges to determine in ways which were appropriate for their own needs and circumstances.

On the issue of resource allocation, it was stressed that stability of funding for existing academic groupings was an essential part of the restructuring process.

The Senatus decided: to report to the Court that it was in favour of the proposals for restructuring and that, should they be approved by the Court, it wished to proceed swiftly with implementation.

3. **PROFESSORES EMERITI**

The Senatus decided: subject to the concurrence of Court, to confer the title of Professor Emeritus upon the following:

Professor J A W Wildsmith (from 31 March 2006)
Professor R M W Horner (from 6 April 2006)

4. **ORDINANCE 39 – AMENDMENT**

The Senatus decided: to recommend to Court the amendment of Ordinance 39 to include the Degree of Master of Letters (MLitt).

APPENDIX 4

HUMAN RESOURCES COMMITTEE
(Minute 43)

A meeting of the Committee was held on 31 January 2006.

Present: Ms E A Robertson (Convener), Dr R J Abboud, Professor J Calderhead, Professor C P Downes, Dr J Lowe, Professor A F Newell and Dr A Roger.

In Attendance: Dr D J Duncan, Mrs P A Milne, Mrs J M Strachan, Dr T G Vickers and Dr L Walsh.

1. MINUTES OF PREVIOUS MEETING

The minutes of the meeting held on 4 October 2005 were approved, subject to an amendment to minute 3(2) to indicate that statistics relating to nationality of the professoriate, as well as gender, had been requested. It was noted that these statistics had been circulated to the Committee.

2. MATTERS ARISING

(1) Dignity at Work and Study (Minute 2(4))

The Committee received a report detailing incidents raised under the Dignity at Work and Study Policy in 2005. It was noted that, compared to the previous year, the number of formal complaints had decreased from six to one and the number of incidents reported had decreased in all Faculties, with one exception. The Committee was cautious about taking a view on this exception, as it was recognised that the number was probably not statistically significant and also that the Faculty might have better systems in place to report incidents compared to other areas.

Resolved: that future reports should detail more information relating to previous years so that trends could be noted.

(2) Statistics on Professoriate (Minute 3(2))

Statistics relating to gender and nationality of the professoriate were considered. The Committee was satisfied that the figures demonstrated there had been a significant improvement in the recruitment of female staff at this level, with the current ratio of female to male professors being 17% : 83%.

It was also highlighted that the proportion of female professors appointed within the last year was high. It was agreed that further information relating to numbers at earlier stages of the recruitment process (i.e. applicant and shortlist stage) would be useful for future analysis.

Resolved: to circulate to the Committee further information on the gender and nationality of the professoriate, specifically relating to recent appointments by Faculty, in addition to providing a comparison with national statistics.

(3) Human Resources Strategy (Minute 3(3))

The Director of Human Resources confirmed that the Human Resources Strategy would continue to be adapted to reflect the emerging strategic priorities identified by Court, the Director of Planning and the Senior Management Team. It was confirmed that the main focus for this year was still the implementation of the Framework Agreement and job evaluation and these had to be the main priorities.

Resolved: to note the position.

(4) Disclosure Scotland (Minute 3(4))

The Deputy Director of Human Resources confirmed that the policy approved at the last meeting of the Human Resources Committee had been implemented and that all new academic and teaching fellow appointments were being Disclosure-checked, in addition to those staff already routinely checked. It was noted that implementing the policy had created significant work for the Human Resources Department but that this had been inevitable considering the number of staff that now had to be checked. It was confirmed that further discussion would take place with the University Secretary regarding the requirement to check other groups of staff not currently covered by the University policy, such as hourly-paid staff and part-time tutors.

(5) Staff Benefits (Minute 3(5))

It was confirmed that the launch of Childcare Vouchers was imminent and that the Home Computing Initiative and the Bikes at Work schemes would be launched later in the year.

Resolved: to note the position.

(6) Capability Policy and Procedure (Minute 7(3))

It was reported that the capability procedure had yet to be agreed by DAUT but that a final meeting had been arranged to try to resolve the outstanding points. It was noted that the other unions had agreed the procedure in principle but had not wanted to approve a policy that would not be applied to all groups of staff.

Resolved: to note the position.

3. **UNIVERSITY RESTRUCTURING**

The University Secretary outlined the consultation process that had taken place to date with regard to the proposals on changing the structure of the University. It was confirmed that the matter would be discussed further at Senate on 8 February, before returning to Court for a final decision on 20 February 2006. It was confirmed that if the proposals were accepted, the change in structure would not lead to redundancies or demotion of staff.

A number of concerns were raised by one member, including issues of academic governance and the impact of the dissolution of departments. It was pointed out that the Human Resources Committee had no jurisdiction over governance issues but that these were being discussed through the appropriate channels during the consultation period. It was stressed that the primary concern for the Committee should be that there would be no redundancies or downgrading of staff as a result of the process, and the Committee was confident that these assurances had been given.

Furthermore, it was pointed out by one member that the proposed restructuring should be viewed as a positive process; it was clear that the Principal wanted to make changes that would ensure the future prosperity and development of the University. This view was shared by the majority of the Committee.

Resolved: to note that the Committee would be involved in monitoring the implementation of the proposals to ensure the human resource practices involved were clear and systematic, and handled sensitively and fairly in the change management process.

4. **INTEGRATION OF SCHOOL OF NURSING & MIDWIFERY**

The University Secretary reported on proposals for further integration of the School of Nursing & Midwifery's support services with the Student and Academic Support Services of the University. It was confirmed that further integration was being proposed for a number of reasons, including greater financial, administrative and managerial efficiency and also to provide developmental opportunities for professional staff. Consultation was currently taking place between the Directors of Support Services regarding possible transfers, following which meetings would take place with individual staff where appropriate. It was noted that any changes would accord with the wider University restructuring proposals.

Resolved: to note the position.

5. SCHOOL OF NURSING & MIDWIFERY – FIFE CAMPUS

The University Secretary reported that the University was currently in discussion with NHS Fife about a proposal to consolidate the theoretical parts of nursing education in Dundee. It was confirmed that nursing and midwifery students would continue to undertake clinical placements in health and social care settings in Fife. Staff had been advised that discussions were still at an early stage but they would be kept informed of progress and consulted throughout the process. It was anticipated that any changes would take place from September 2007. Clerical, technical and academic-related staff had also been reassured that posts would be offered to them on the main campus if the proposal was implemented.

Resolved: to note the position.

6. HUMAN RESOURCES

(1) Pay Awards 2006/07

It was reported that pay negotiations for 2006/07 normally commenced in April, but had begun earlier this year with AUT requesting a meeting with the Universities and Colleges Employers Association (UCEA) in November to discuss AUT's proposal for a 20% salary increase over three years. It was noted, however, that before this meeting took place on 10 January AUT had notified its members of its intention to ballot for industrial action. It was confirmed that the other unions were not taking the same stance. There was some discussion regarding issues of affordability at Dundee if a higher than budgeted award was agreed in the national negotiations.

Resolved: to note that AUT was currently balloting its members on industrial action.

(2) Framework Agreement

It was reported that final discussions were taking place with the unions on four outstanding issues. It was anticipated that agreement would be reached on these points at the next meeting of the Framework Agreement Working Group and that the unions would then be in a position to ballot their members.

It was noted that agreement had been reached on the harmonisation of hours at 36.25 for manual, clerical and technical staff, from 1 August 2006. The reduction in hours for manual staff was being phased in with a reduction to 37 hours from 1 January 2006. It was confirmed that managers would need to consider the impact of this in relation to service provision and plan accordingly.

It was noted that the pilot of HERA was about to commence in two Faculties and one service department and was expected to be completed before Easter.

Resolved: to note the position.

(3) Probationary Policy and Procedure

It was noted that the revised procedure for academic staff allowed a five-year probation period in the Faculty of Life Sciences and the Schools of Medicine and Dentistry, reflecting the timescales for grant applications and renewals in Life Sciences and the training periods in Medicine and Dentistry. It was confirmed that the procedure had been approved through the Local Joint Committee.

Other amendments to the policy were supported, particularly the opportunity of an annual meeting with the Dean and the requirement for the probationer to sign the report, in addition to the head of department. In relation to the development of a professional development and training plan, it was suggested that there should be a stronger link to the Director of Academic Professional Development.

Resolved: to approve the probationary policy and procedure.

7. EQUALITY AND DIVERSITY

The Director of Human Resources confirmed that the Equality & Diversity Officer had been successfully progressing work in two major areas. The first of these related to providing comprehensive training on the Race Relations Amendment Act to staff in the School of Nursing & Midwifery. The other area of work was the development of a code of practice in relation to the Research Assessment Exercise. Both of these projects were significant in terms of resource and had taken priority over other activities.

8. STAFF DEVELOPMENT

(1) Strategic Review of Staff Development

The Committee noted Court's comments regarding staff development and confirmed that it was committed to a strategic review of staff development and establishing key developmental issues for the organisation. It was recognised, however, that the key priority for the year was implementing the Framework Agreement and therefore work on a review of staff development provision would commence later in the year. This timeframe would also allow provision to be considered at the same time as the review of the University Strategy.

There was lengthy discussion about the range of staff development activities currently taking place in the University. It was acknowledged that staff development took place not just through formal courses, but also through involvement in other activities such as mentoring, committee membership and external examining activities. The Committee felt it was important that these other developmental opportunities were also mapped as part of the review of staff development.

It was recognised that development activities were taking place at a variety of levels in the University. It was agreed that, for the future, a more holistic approach to staff development was required. There was a need to prioritise key areas and identify development needs of the University as a whole, as well as the needs of individuals.

The University personal review scheme was seen as playing an important part in identifying personal and professional development plans that were aligned to Faculty and University plans. Although there was some debate as to whether the review system should be compulsory, there was general consensus that a voluntary scheme was preferable as long as it was operated consistently.

Resolved: to provide a paper to Court reviewing staff development provision and outlining current activities and future opportunities.

(2) Staff Development Reports

Reports from the Director of Management Development Services and the Director of Academic Professional Development were received. Both reports highlighted progress in a number of key areas and outlined future opportunities, many of which had resource implications.

(3) Postgraduate Certificate in Teaching in Higher Education

A report detailing the number of probationary lecturers currently undertaking the first module of the certificate was received.

Resolved: to note that no exemptions from the first module were requested over the period 16 August to 1 December 2005.

9. **HEALTH AND SAFETY**

(1) Safety Sub-Committee

The minutes of the Safety Sub-Committee meeting on 18 January 2006 were received.

(2) Safety Services Report

A report from the Acting Head of Safety Services was received.

10. **LOCAL JOINT COMMITTEES**

(1) University/Amicus-MSF Joint Committee

The minutes of the meeting held on 10 January 2006 were received.

(2) University/UNISON Joint Committee

The minutes of the meeting held on 12 January 2006 were received.

(3) University/DAUT Joint Committee

The minutes of the meeting held on 16 January 2006 were received.

11. **READERSHIPS**

A report detailing members of academic staff promoted to Reader was received (annex).

READERSHIPS

The undernoted members of academic staff have been promoted to Reader with effect from the following dates:

<u>Name</u>	<u>Department/School</u>	<u>Date</u>
Dr Stephen Parkes	Applied Computing	1 July 2005
Dr David Meek	Biomedical Research Centre	1 August 2005
Dr Aleksandar Jovanovic	Maternal & Child Health Sciences	1 August 2005
Dr Fabio Sani	Psychology	1 August 2005
Dr Timothy Chappell	Philosophy	1 August 2005
Dr Anil Mehta	Maternal & Child Health Sciences	1 September 2005

APPENDIX 5**FINANCE & POLICY COMMITTEE
(Minute 44)**

A meeting of the Committee was held on 30 January 2006.

Present: Mr B W M Johnston (Convener), Principal, Professor D H Boxer, Professor A Burchell, Dr H Marriage, Mr J Milligan, Mr E F Sanderson and Dr M R Ward.

In Attendance: Mr W Sutherland, Secretary, Director of Information Services & Deputy Secretary, Director of Strategic Planning, Director of Finance, Deputy Director of Finance, Ms L A Wilson and Mr G A Campbell.

1. MINUTES OF PREVIOUS MEETING

Resolved: to approve the minutes of the meeting held on 21 November 2005.

2. FINANCIAL STRATEGY UPDATE

The Director of Finance presented an interim update of the Financial Strategy approved by Court in June 2005.

The update incorporated some changes to the assumptions made in June in light of changing circumstances but, amongst other pending issues, awaited the Funding Council allocation announcement in March 2006. Salary costs and pension costs were also significant outstanding factors, although a provision for estimated additional pension contributions had been made.

It was proposed to make a thorough revision of all of the assumptions underpinning the Financial Strategy and to present a more detailed update to the May meeting of the Finance & Policy Committee and subsequently to Court in June. This latter update would also have regard to the principles underlying the University Strategic Plan 2007–12 currently being developed by the Director of Strategic Planning.

It was noted that the interim cash flow update required adjustment for the receipt of capital debtors (£4.4m) as at 31 July 2005. Allowing for this, borrowing during the projected period would be within the Court-approved limit of £15m, with bridging of up to an additional £5m allowed for two years. The Director of Finance emphasised that the University was now entering the period of greatest spend from general funds in the capital programme and it was vital, in order to keep within approved borrowing limits, that cash projected from all external sources, third party funding and capital sales, was received promptly and to plan. It was also noted that projects underwritten by SRIF funding were still projected to raise the external funding allowed for and that the SRIF funds thus released were then applied to other projects within the existing capital programme.

3. MANAGEMENT ACCOUNTS

The Deputy Director of Finance presented management accounts for the period to 31 December 2005 in the agreed amended format (showing the financial position against budget for the year to date, as well as a forecast of the final year-end position). The forecast University surplus at £3.5m was less than the original target of £4.1m, projected in the June 2005 strategy paper. This was due to additional potential provision for the cost of early retirement pensions (c.£300k) following a further fall in gilt yields, the new statutory Pension Protection Levy (c.£100k) and increased gas costs (c.£160k). The Principal highlighted that it was unlikely that a vacancy shortfall, which had helped reduce overall staff costs in 2004/05, could be assumed for 2005/06, but that most senior appointments should be likely to generate significant levels of income in future years.

4. CAPITAL EXPENDITURE MONITORING

The Deputy Director of Finance reported on capital expenditure progress. It was noted that £45k of work (to house the Law & Accountancy PhD and MSc Centre within the former Microcentre) had been approved by officers since the last meeting of the Committee.

The Committee also considered a report on proposed additional costs to house scanning equipment at the Ninewells CIR project.

Resolved: to approve the additional construction costs (net cost of £178k) on the Ninewells CIR project.

5. **UNIVERSITY SUBSIDIARY COMPANIES ACCOUNTS 2004/5**

The Deputy Director of Finance presented the profit and loss accounts and balance sheets for all the University subsidiary companies, as consolidated in the University's Group Accounts for 2004/05.

Resolved: to request a financial report on the subsidiary companies on a six-monthly basis, and to invite the Deputy Director of Finance to present an explanation on the balance sheet movements of Amcet for 31 July 2004 and 2005 for the next meeting.

6. **RESIDENCES**

The Deputy Director of Finance reported on the impact of the residences outsourcing deal on the University's income and expenditure account, noting in particular that costs budgeted for 2005/06 (including redundancy costs) had actually been incurred in 2004/05. It was thought appropriate that periodic management accounts of Dundee Student Villages Ltd should be reviewed by the Committee.

Resolved: to invite the Deputy Director of Finance to present a half-year report on DSV to the next meeting, followed by subsequent half-yearly reports thereafter.

7. **DUNDEE UNIVERSITY STUDENTS' ASSOCIATION (DUSA)**

The Director of Finance reported on the management accounts for DUSA to 31 December 2005, noting a small deficit of just under £13k compared with the budget set. The forecast for the full year, however, was likely to exceed significantly the £76k budget surplus.

8. **ENDOWMENTS**

The Committee noted the minutes of the Endowments Sub-Committee meeting on 23 November 2005.

9. **PROPOSED MANAGEMENT CHANGES IN THE FINANCE OFFICE**

The Director of Finance reported on actions being taken to strengthen the Finance Office following concerns expressed by the external auditors and the Audit and Finance & Policy Committees regarding the year-end closure procedures for 2004/05. The Principal, the Secretary and the Director of Finance had met to discuss these issues. A letter setting out the proposed actions, including the appointment of an additional qualified accountant, had been circulated to the Committee.

10. **SUPERANNUATION**

The Director of Finance reported that the actuarial revaluation of the University of Dundee Superannuation Funds would not be completed until March. A provision had been made in the revised strategy assumptions to cover a possible increase in employer contributions.