

UNIVERSITY OF DUNDEE**UNIVERSITY COURT**

A meeting of the University Court was held on 11 June 2007.

Present: Mr JR Milligan (in the Chair), Principal Sir Alan Langlands, Rector Mr C Murray, Professor RJ Abboud, Mr M Arnott, Ms CA Bain, Mr SJ Blane (President of the Students' Association), Mr R Burns, Dr JR Elliott, Dr A Goligher, Dr H Marriage, Dr AM Roger, Mr EF Sanderson, Dr MR Ward and Mr W Wilson.

In Attendance: Vice-Principals Professor DH Boxer and Professor J Calderhead, Secretary, Acting Director of Finance, Directors of Information Services and Strategic Planning, Mr R Isles, Mr MPF Bogunovic (President-Elect of the Students' Association), Miss AD Anderson (President of the Sports Union, for Item 54) and Clerk to Court.

54. SPORTS UNION

The Court received an annual report from the Sports Union for 2006/7, which was presented by its President, Miss Anna Anderson. Miss Anderson emphasised the continued strong relationships with both the Institute of Sport and Exercise and the Students' Association, with which, over the coming year, she would be taking a number of initiatives forward, in particular the provision of a generic kit. The University had maintained its position in the British Universities Sports Association (BUSA) rankings, currently standing at 32nd of 141 universities. Miss Anderson highlighted the successes of the Women's Water Polo, the Men's Fencing and the Men's Badminton teams.

Asked about the potential for collaboration with Dundee City Sports Council, Miss Anderson reported that, following on from recent meetings, she was hopeful that progress would be made in the near future.

The Secretary remarked that the refurbishment of ISE was on track to provide state-of-the-art facilities on the city campus, and that the University was now exploring innovative ways of funding proposed improvements to the Riverside facilities.

The Court decided: (i) to ask that, in future, members receive the annual report in advance of the meeting;

(ii) to thank Miss Anderson for her report.

55. MINUTES

The Court decided: to approve, subject to minor amendments, the minutes of the meeting on 23 April 2007.

56. **MATTERS ARISING**(1) Borrowing Consent (Minute 44(2))

The Acting Director of Finance reported to the Court that arrangements for the borrowings approved at the Court meetings on 19 February 2007 and 23 April 2007 were nearing conclusion. The University had now received documentation from the two banks, and the Court was asked to approve the facilities and to authorise the Secretary and the Acting Director of Finance to finalise and sign on behalf of the Court.

- The Court decided:**
- (i) to confirm the decision at its meeting on 19 February 2007 to enter into a loan agreement in the form received by the University of up to £9m from the Royal Bank of Scotland plc to allow the construction of the Research Laboratory building;
 - (ii) to confirm the decision at its meeting on 23 April 2007 to extend the existing working capital facility to £25m and to enter into an overdraft facility in the form received by the University of up to £9m from Barclays;
 - (iii) to delegate the task of finalising arrangements to the University Secretary and the Acting Director of Finance;
 - (iv) to authorise the University Secretary and the Acting Director of Finance to sign the documentation with the Banks on behalf of the Court.

(2) Termination of Studies (Minute 51)

The Court decided: to amend the composition of an *ad hoc* committee to review a decision of the Termination of Studies (Appeals) Committee of Senate under the terms of Statute 9(5)(b) as follows:

Professor William Saunders (Convener)
Dr Howard Marriage
Dr David Duncan

(3) Chairperson of Court (Minute 53)

The Court welcomed Mr Milligan's re-election to the post of Chairperson of Court for the period 1 August 2007 to 31 July 2010.

57. **CHAIRMAN'S BUSINESS**

The Chairman began by thanking the Court for its support in his re-election to the post of Chairperson of Court. The Chairman then looked forward to the graduation ceremonies at the end of June, encouraging other members to attend where possible.

58. **PRINCIPAL'S REPORT**

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

The Principal reported that he had attended a meeting of Universities Scotland at which the new Scottish Cabinet Secretary for Education and Lifelong Learning, Fiona Hyslop, had been present. Ms Hyslop had been setting out the framework of her vision for student support, accepting the requirement for investment in learning, teaching and research in universities. She had signalled a review of the funding of part-time and postgraduate students and was supportive of the drive to increase recruitment of overseas students. The sector would closely watch how the new administration's policies developed over the coming months.

The development of proposals for a Scottish Institute for Life Sciences, which had found wide support in the run-up to the Scottish elections, would continue over the summer period.

The Principal highlighted a number of other areas, including: the Honorary Graduates' Award for Innovative Teaching, won this year jointly by Mr Graham Pullin, Mrs Hannah Whaley, Dr Martine van Ittersum and Dr Matthew Ward; the announcement by NHS Tayside of at least £2m of funding for the Clinical Research Centre (CRC); the gift of £2.1m from Mr Brian Souter to fund the purchase of an MRI scanner for the CRC; and the nomination of Professor Grahame Hardie as a Fellow of the Royal Society (bringing the total number of Royal Society Fellows in the University to eleven).

The Principal thanked the Acting Director of Finance, Ms Catriona Blake, and her team for their hard work over recent months in stabilising the financial position of the University and in implementing changes in the processes, reporting and procedures of the Finance Directorate.

The Court discussed arrangements for the support of research leaders appointed under the research pooling initiative and the Strategic Research Development Grant. The Principal confirmed that the funds associated with these appointments included an element for support. The funds were not permanent, and the projects were expected to make themselves sustainable in

the medium term, usually within 5 years. The University would be assessing the sustainability of the projects, and additionally multi-institution projects were underpinned by individual governance structures. Other projects were subject to ongoing scrutiny from scientific panels.

59. FINANCIAL PLANNING

(1) Finance & Policy Committee

The Court received the report of the meeting of the Committee on 21 May 2007.

The Acting Director of Finance highlighted the decision to approve but defer the £6m cash injection into the pension scheme, which would be funded by a ring-fenced loan that had already been approved by the Court. The decision to delay was primarily as a result of concerns regarding Stock Market trends. The position would be kept under review.

The Committee had discussed at length the issue of residences, and a small group, consisting of Mr Sanderson, the Secretary and the Acting Director of Finance, had been charged with bringing a full reconciliation of Dundee Student Villages (DSV) to the Committee's next meeting. The Secretary reported to the Court that the Board of DSV had approved that a student attend its meetings. The Secretary reported on increased competition from buy-to-let facilities in the local area, and the efforts of the DSV board to revise its pricing structure to remain competitive.

The Rector requested an explanation of the term 'high level cost drivers', and made a plea in future for less jargon, or at least for an accompanying explanation where the use was unavoidable. The Acting Director of Finance explained that a high level cost driver in the formulation of the 2007/8 budget was one based on assumed *pro rata* allocations. They were in effect a proxy, used where more detailed information was missing or unobtainable. It was to be expected that in future such cost drivers would not be used, because the budget allocations would be based on more detailed underlying information. It was to be underlined that Heads of College had all agreed the final allocations.

It was confirmed to members that in the current financial position the Staffing Sub-Committees in the Colleges were acting as an effective control mechanism for regulating the recruitment of staff. Posts were more likely to be approved if enjoying external funding.

The Court decided: to approve the report.

(2) Voluntary Severance Scheme

The Court received an update on the scheme from the Secretary. The University had received a fair number of enquiries, and the interest was looking promising at this early stage. All applications would be formally approved by the Senior Management Team, and Court would, of course, be kept up to date on developments.

The Rector raised the issue of staff at the Gardyne Road campus who were being made redundant, and who had received their notices in advance of the introduction of the Voluntary Severance Scheme (VSS). The Rector believed the staff affected were being treated unfairly when compared to the settlements offered under the VSS. Other Court members explained that the specific case of the closure of the Gardyne Road campus had been dealt with in detail at the Human Resources Committee, and that redeployment had been offered to those concerned. Staff had been aware of the situation for a number of years.

The Court decided: to invite the Human Resources Committee to review the matter of compulsory redundancies on the Gardyne Road campus.

(3) Budget 2007/8

The Court received a paper from the Acting Director of Finance, which set out the proposed budget for the Colleges and the Student and Academic Support Services for the financial year 2007/8. It was estimated that increased income and costs would broadly cancel each other out before taking into account the effect of increased depreciation and interest charges. Following discussion with Heads of Colleges, College Secretaries and other members of the Senior Management Team, a new resource allocation model was being applied for 2007/8, with Funding Council income being allocated in a more transparent way than in previous years.

Central support costs were to be funded from agreed contributions from the Colleges, and for 2007/8 the Student and Academic Support Services were being held to a stand-still budget of £36m. There was some discussion on the mechanism for apportioning central support costs, and members with detailed questions were asked to contact the Acting Director of Finance for further information.

Some members expressed concern at the introduction of incentives and the fact that these might create local surpluses leading to a renewed problem with departmental reserves. The Principal made clear that, without a system of incentives, staff would be unwilling to engage in the development of new initiatives.

The Court decided: to approve the proposed budgets for Colleges and support services for 2007/8.

(4) Capital Programme

The Court received a revised programme of capital works for the next four years. Increased costs for 2007/8 were partly as a result of delays in works in 2006/7 running on into 2007/8. The Court was assured that the revised programme was affordable and would be partly offset by gains on disposals. The focus in the medium term was on long-term maintenance. Asked about opportunities for funding, the Principal replied that the University was continuously striving to secure additional external funding for the capital programme. It was confirmed that no fixed plans were in place for the development of the Biological Sciences Institute.

The Court decided: to approve the revised capital programme.

(5) Strategic Plan Forecast

The Court received detailed financial forecasts for the period to 2009-10, which were required by the Scottish Funding Council (SFC). The forecasts were accompanied by a commentary for the SFC as well as an explanatory note for Court members prepared by the Acting Director of Finance. The forecasts and commentary were in a format set by the SFC, although all headline figures corresponded to those seen at the Finance & Policy Committee. The forecasts were based on a conservative estimate of the rate of increase in income over the period.

The Court decided: to approve the strategic plan forecasts for submission to the Scottish Funding Council.

60. **STRATEGIC FRAMEWORK TO 2012**

The Director of Strategic Planning presented a document *Strategic Framework to 2012*, laying out the strategic direction of the institution for the next five years (**Appendix 2**). The document, a major revision of the planning framework presented to the Court at its meeting on 12 June 2006, set out a series of aims and objectives, which would form the basis for College and University targets as well as for performance indicators against which the Senior Management Team and the Court would be able to measure the University's progress. The intention was that this document would map out the general direction of the University, and that as College plans developed, these would fill in the detail.

The Court welcomed what it felt was a comprehensive and well-structured document. A number of constructive comments were raised, which the Director of Strategic Planning would bear in mind in finalising the document. These included: providing clarity on support arrangements for students with advanced entry; strategies for canvassing staff opinion and ensuring job satisfaction; addressing the need for public engagement and understanding of science; maximising commercial partnerships and in particular for the provision of placement opportunities; balancing the desire for better quality

entrants with producing top-quality graduates, whilst being mindful of retention rates.

The Court decided: to approve the strategic framework, subject to minor revision in light of comments made in discussion.

61. INSTITUTIONAL PERFORMANCE INDICATORS

The Director of Strategic Planning presented the final report on the performance indicators emanating from the previous planning framework *The Vision: Towards 2007*. From 2007/8 onwards, the Court would receive reports based on the new framework (Minute 60 refers).

Dr Ward commented on Life Sciences' reduced requirement for attracting students through clearing, as well as on the substantial improvement in the quality of teaching accommodation and equipment over the last five years.

The Court decided: to approve the report.

62. GRADUATES' COUNCIL FUND

The Court received revised Terms of Reference for the Graduates' Council Fund from the Convener of the Graduates' Council Business Committee (**Appendix 3**). The revisions amounted to a rationalisation of arrangements for two funds previously administered separately.

The Court decided: to approve the revised Terms of Reference.

63. COURT COMMITTEES

(1) Committee Membership 2007/8

The Court decided: noting that the Nominations Committee would be reviewing committee membership during the summer, to ask members to contact the Secretary or the Clerk to Court if they would like to serve on any committees.

(2) Emergency Committee

The Court decided: noting the availability of individual academic members to act in such a capacity, to remit the transaction of any urgent Court business over the summer to an Emergency Committee, comprising the Principal or a Vice-Principal (Convener), two lay members (normally the Chairman of Court and the Convener of the Finance & Policy Committee) and one other academic member – subject to a report on any

action taken being submitted to the first business meeting of the Court in 2007/8.

64. COURT RETREAT

The Court received a proposed programme for its annual retreat on 3 September 2007. The retreat, as proposed, would focus on the University's future beyond the sustainability review, and Heads of College would be given the opportunity to present their visions for each of the Colleges. Dr Marriage suggested further that the Court would benefit from a long-term assessment of the future of Higher Education.

The Court decided: to approve the proposed programme, whilst incorporating the Court's suggestions.

65. COMMUNICATIONS FROM THE SENATUS ACADEMICUS

The Court received a report from the meeting of the Senate on 30 May 2007 (**Appendix 4**).

- The Court decided:**
- (i) to approve the documentation required for the accreditation of University of Dundee Museum Collections as a Registered Public Museum;
 - (ii) to approve the recommendations concerning conferment of the title of Professor Emeritus;
 - (iii) in response to its decision at the Court meeting on 23 April 2007 to confirm the change of name of the College of Art & Design, Architecture, Engineering & Physical Sciences to the College of Art, Science & Engineering, and aware that the time limit governing the process for amending Ordinances would expire over the summer, unanimously to approve the consequent amendment of Ordinance 56 (1) at a single meeting, under the terms of the proviso to article 17.2 of the University Charter;
 - (iv) otherwise, to note the report.

66. COMMITTEE REPORTS

The Court received reports from the following:

Audit Committee	2 May 2007	(Appendix 5)
Campus Services Committee	15 May 2007	(Appendix 6)
Human Resources Committee	22 May 2007	(Appendix 7)

The Court decided: to approve the reports.

67. **RETIRING MEMBERS**

The Chairman, on behalf of the Court, paid tribute to three retiring Court members. Mr Steven Blane, after a year as president of the Students' Association, was leaving the University, and the Chairman wished him well in his future career. Mr Willie Wilson would also be leaving having served a four-year term as Graduates' Council Assessor. Mr Wilson had served almost eight years on the Court, first as a representative of Perth & Kinross Council before being elected by the Graduates' Council. Dr Martyn Ward was taking retirement from the University and would therefore be relinquishing his seat on the Court as a non-professorial representative of Senate. The Chairman thanked all three for their varied, lively and valued contributions to Court meetings.

APPENDIX 1

PRINCIPAL'S REPORT (Minute 58)

Finance & Policy

The overall financial position is explained in detail in the papers associated with agenda item 5. As we approach the end of a difficult year the operating position has stabilised, improvements have been made to our management accounting and reporting systems, good working relationships exist with the Scottish Funding Council and our bankers, tight but manageable budgets have been set for 2007/8 and the strategic plan forecasts provide a sensible way forward for the next few years. Steps are also in hand to appoint a new Director of Finance with the involvement of Court members and I am generally pleased with the progress that has been made in implementing the College/School structures and the devolution of student and academic support services.

A great deal of progress has been made on these issues in the past six months and I am grateful to Catriona Blake, Mike Cowie and the staff of the Finance Directorate for all their hard work and support. Further progress is envisaged during the summer period.

The 'Strategic Framework to 2012' (item 6) sets out the Senior Management Team's current thinking on our forward plan and this will be supplemented by a series of College-based initiatives and contributions from Court Members at our Retreat in September (item 10). The Framework document embraces the key sustainability disciplines in relation to productivity and income generation but it also gives expression to our aspirations in relation to learning and teaching, research and knowledge transfer.

The next academic year will see students and staff benefit fully from the capital programme investment. Many of the older buildings to the south of the campus – the Old Technical Institute, the Old Medical School and the Carnelly, Carnegie, Harris and Frankland Buildings – have been substantially refurbished and will be working to full capacity as will the new buildings to the north – the Library extension, the Queen Mother Building, the Education Centre at Heathfield, the Sports Centre, the James Black Centre and the new residences. The Clinical Research Centre at Ninewells will come on stream and the Institute of Medical Science and Technology will begin to occupy Wilson House on the medipark site.

The new academic year will also see the arrival of a number of new research leaders, many of them funded through the SFC pooling process and other externally funded initiatives. Key appointments have been made or are about to be made in English, history, physical geography, water and climate change, life sciences, human fertility, genetics, translational medicine, imaging, policing, computing and health economics.

The University is going through a difficult change process but the progress outlined above and the educational and research initiatives, awards and events set out in the remainder of this brief report confirm that we are not standing still. Significant progress is being made.

Learning and Teaching

Staff at Gardyne Road are scheduled to relocate to the new teaching building at Heathfield in early September before the start of the new academic year. Contingency arrangements are in place to cope with an expected delay in completion to the Library extension and the arrival of additional nursing and social work/education students.

The sector leading electronic Personal Development Planning package (ePDP) developed by the Learning Centre at Dundee has attracted expressions of interest from 24 universities and colleges from throughout the UK following a series of presentations and workshops by the staff involved.

The Learning Centre has developed an online group assessment system allowing peer review and based on sound academic principles. This entrepreneurial development by Hannah Whaley has been taken up by Blackboard.

The University celebrates 10 years of Clinical Skills Training at Dundee on 6 June with keynote speaker Sir Kenneth Calman, Chancellor of the University of Glasgow and formerly Chief Medical Officer for

both Scotland and England. The future development of clinical and surgical skills is the subject of both national and local review at the present time as we consider the future development of our work in this important area.

The National Student Survey has achieved a response rate of over 60%. Results will be available in late August.

The University substantially improved its position in the Guardian League Table 2007 where the School of Medicine and the School of Dentistry were each ranked third in the UK.

Three new articulation agreements have been signed between the College of Life Sciences and Nan Yang Polytechnic, Ngee Ann Polytechnic and Singapore Polytechnic, all in Singapore. The agreements give advanced entry into undergraduate programmes and build on the reputation of Dundee in Singapore through our links with A*Star.

A Memorandum of Understanding has been signed with Aberdeen College to facilitate progression from College to degree programmes.

The standard of this year's Honorary Graduates Innovative Teaching Award was high and 17 entries were attracted. The three 2007 winners are Mr Graham Pullin, School of Computing & School of Design, for 'The Museum of Lost Interactions'; Mrs Hannah Whaley, Learning Centre, for 'Groupwork Assessment System' and Dr Martine van Ittersum & Dr Matthew Ward, School of Humanities (History), for 'Weblogs in History Teaching at Levels 1 and 2'. Three further nominations were highly commended: Dr Karen Lee, Ms Lee Bracher, Mrs Linda Carruthers & Mr John Lee, School of Nursing & Midwifery, for 'Using simulation with wikis and journals to teach advanced clinical practice'; Professor Christine Helliard, Ms Elizabeth Monk, Dr Louise Crawford & Ms Lorna Stevenson, School of Accounting & Finance, for 'SCAM: A web-based audit teaching package'; and Dr Fraser Smith, School of Civil Engineering, for 'Beam Boffin - An Interactive Beam Behaviour and Analysis Program'.

The first students started on the Disaster Victim Identification course after it was 'test driven' in April by 15 of the UK's most experienced disaster response police officers.

The Centre for Energy, Petroleum and Mineral Law & Policy is set to commence a programme of executive degrees aimed at senior managers and leaders in the energy and natural resource sector. Dr Ian Robson has joined the Centre as Director of Executive Programmes to spearhead the development.

Research and Commercialisation

Preparations for the RAE are now in their final stages. In almost all units the process of staff selection is nearing completion. We are ensuring that our approach to different units of assessment put us in the strongest position to produce the best returns for the University.

Preliminary discussions are underway with politicians and civil servants about the development of the Scottish Institute for Life Sciences in Dundee and with Cancer Research UK about infrastructure funding associated with the cancer research activities at Ninewells and the main city campus.

The Health Informatics Centre – 'Improving Health Through Better Access to Data' – has been submitted as the University's 2007 nomination for the Queen's Anniversary Prize.

TMRC moved into its second year with a two day event in Dundee for 250 Translational Medicine scientists, including 50 from Wyeth Inc who travelled from the United States. Scientific work is well underway with nine University TMRC projects started and six in development. Preliminary work has started on the new TMRC research laboratory building at Ninewells.

The Clinical Research Centre benefits from a donation from Perthshire businessman Brian Souter who has given £2.1million to purchase and operate an MRI scanner supporting research in cardiovascular disease.

The Victoria and Albert Museum, in association with the University of Dundee, has embarked on a feasibility study to examine the prospects of a V&A presence on the Tay – a project which could involve intellectual and creative collaborations with Duncan of Jordanstone and allow elements of the V&A collection to be shown in a new building in Dundee. The project will be led by Scottish Enterprise Tayside.

The University is one of three centres in the new Scottish Patient Safety Research Network which attracted £1.5m funding from the Scottish Funding Council. The three universities – Aberdeen and St Andrews and Dundee are also contributing £1 million to the new initiative. Multidisciplinary research teams from the three centres will study adverse events in the Scottish healthcare system and examine methods of improving safety. Professor Peter Davey leads the Dundee strand of the initiative.

The second phase of the pooling initiative in Physics – Scottish Universities Physics Alliance II (SUPA II) - is now under discussion. Considerable opportunities for developments at the interface between quantitative and biomedical sciences are being identified and the University is exploring possibilities in this area.

Generation Scotland and UK Biobank, two major national genetic epidemiology projects were launched in Scotland on 5 June with strong Dundee involvement.

Awards

Professor Graeme Hardie, Life Sciences has been made a Fellow of the Royal Society bringing the number of University of Dundee Fellows to 11.

Professor Peter Kitson has been appointed President of the English Association

Professor Michael Ferguson has been elected a Fellow of the Academy of Medical Sciences.

Professor David Lilley has been named as a recipient of one of the Royal Society of Chemistry's interdisciplinary awards.

Nathan Coley, former member of staff at Duncan of Jordanstone has been shortlisted for the Turner Prize.

Law student Lauren Payne won the European Final of a major international competition in Space Law.

Events

The 2007 Graduation Ceremonies will take place as follows:

Wednesday 20 June 2.30 pm – Accounting & Finance, Law, Education, Social Work & Community Education and PG School of Management & Policy

Thursday 21 June 10 am – Humanities, Psychology, Social Sciences

Thursday 21 June 2.30 pm – Duncan of Jordanstone of Art & Design, Computing, Engineering and Physical Sciences

Friday 22 June 10 am - Architecture, Dentistry & College of Life Sciences

Friday 22 June 2.30 pm - Nursing & Midwifery

Tuesday 10 July 2.30 pm - Medicine

The University's first Homecoming Event for alumni (15-17 June) is attracting people from Nigeria, Spain, France, Singapore, Ireland, Saudi Arabia, USA, New Zealand and Bangladesh. Over 300 are expected to attend events which include eight lectures by academics from across the colleges and a full social programme. Fifty golfing alumni will also play for the Gary Player Alumni Trophy at Carnoustie. The on-line gallery of alumni artists has proved popular and, so far, raised £500 for the Annual Fund and £2,580 for the new Duncan of Jordanstone Students' Projects Fund.

Professor Aaron Ciechanover, a 2004 winner of the Nobel Prize for Chemistry, gave the 22nd Peter Garland Lecture in the College of Life Sciences on 30 May.

The 'Biff! Bam! Crikey!!! - Comics as Art, Entertainment and Design' conference on 25-26 May attracted international interest and wide media coverage. Organised by Dr Chris Murray, English, it celebrated the history of comics in Dundee and explored wider cultural themes.

Tayside Healthcare Law & Ethics forum launched with an inaugural talk and discussion on 17 May.

The Duncan of Jordanstone Degree Show was well attended and attracted widespread media attention for a diverse range of work.

500 nurses and health professionals congregated in Dundee over four days in May to take part in the Royal College of Nursing's International Nursing Research Conference.

The Dundee Literary Festival will be held during graduation week. The event has attracted strong public interest.

Martin Bell will give a lecture at the University on 6 June 2007 as part of the conference 'Cosmopolitanism: Past and Present'.

The Bio-Dundee Conference takes place in the city from 6-8 June with more than 200 delegates attending.

Alan Langlands
Principal & Vice Chancellor

APPENDIX 2

STRATEGIC FRAMEWORK TO 2012 (Minute 60)

Our Mission

'...the objects of the University shall be to advance and diffuse knowledge, wisdom and understanding by teaching and research and by the example and influence of its corporate life.' (University Charter, 1967)

Introduction

The University's earlier strategic document, *the vision/ towards 2007*, was produced in 2003. In this we emphasised the University's contribution to improving health and tackling disease, fostering creativity, promoting regeneration and enterprise and contributing to lifelong learning. We sought to achieve excellence in learning and teaching, to promote pure and applied research and scholarship at international levels of excellence and to enable staff and students to develop to the full in an environment of equal opportunity.

These aspirations remain just as relevant now. In setting a strategic framework for 2012 we need to build on what has already been achieved and to make further progress in a number of specific areas. In doing this we remain a University which aims to transform the lives of our students through higher learning and contributes to economic, social and cultural development through research and knowledge transfer.

As we move from one cycle of development to the next, we can recognise three key challenges.

The first challenge has been to respond to the changing size and form of the University. Since 1994 the University has more than doubled in size. Our previous structure of seven faculties reflected a history of acquisitions and the rapid expansion of the academic activity. In spring 2006 we acknowledged the rationale for structural change, and created a new academic structure based on four Colleges:

- **The College of Arts and Social Sciences**
- **The College of Art, Science and Engineering**
- **The College of Life Sciences**
- **The College of Medicine, Dentistry and Nursing**

The Colleges encompass 16 Schools. Under the shared purpose of the University, each College has its own priorities, facilitating flexibility and promoting interdisciplinary working and key connections between its schools, other parts of the University and beyond.

The new structure, with its new Vice Principals in place, offers scope for growth and renewal. Yet work remains to be done to fully define our academic strategies at college level. In the coming months we will select our chosen fields for investment and effort, based on academic merit, economic rationale and the scope for creating distinctiveness and competitiveness in new thematic groupings.

The second challenge is to face squarely the pressures which come from an uncertain financial environment. In 2006/7 we will report an operating deficit, despite our many achievements in attracting new streams of teaching and research income. Multiple cost pressures – pay and pensions, capital investment requirements, uncertainty over student fees and higher utility costs – make for challenging times. Through our Sustainability Review exercise carried out in the winter of 2006/7 we have a clear view of the steps we need to take to approach our goal of a fully sustainable institution with headroom to invest in new academic initiatives.

The drive to achieve financial sustainability, therefore, will be a constant thread running through our planning during the period to 2012.

Our third challenge is to unlock the full productive capacity of our staff. By any measure our teachers and researchers, and those who support them, represent our principal resource. We envisage a University where much is demanded of staff, and where work is stimulating and rewarding. The

University will support staff as they develop and reward good performance. We will seek out and listen to the views of staff and continue to foster an environment of diversity and equality of opportunity.

Our Vision

Alongside close attention to our rigorous plans to move to financial surplus, we must also identify and respond to a compelling vision, to galvanise action and stimulate the productive activity which will bring success. Our vision is shaped by connectivity, reflecting the global nature of information and communication. We will create a community of porous boundaries, connecting with undergraduate and postgraduate students and their aspirations and experiences; promoting new research relationships and profitable partnerships; connecting with business, the professional associations and employers; and connecting locally, nationally and internationally with our stakeholders. Our vision for the future will be translational, professional, creative and fit for the 21st century.

Translational

Translation is literally the expression of one form into another. Translational research requires a team approach developing the new fundamental knowledge needed to generate new products and services and ensuring a systematic approach to implementation. The value of this joined up approach is seen most clearly in the spectrum of activity across the life sciences and medicine where discoveries on the mechanisms involved in cancer, diabetes, or tropical diseases inform the development of new diagnostic tests and drug targets which in turn require clinical and epidemiological expertise and a professional, systematic approach to clinical trials. This long journey from 'the cell to the community' requires the deep knowledge of the specialist at every stage, core technologies which meet the highest scientific, professional and industry standards and a coherent and connected team approach. The time has never been better to focus on connecting our basic scientists and clinicians – many of whom are working on the same health issues at different ends of the spectrum – unlocking potential synergies and new research opportunities. The Translational Medicine Research Collaboration (TMRC) will help the early diagnosis of disease and subdivide diseases into treatable groups most likely to benefit from new treatments. The Institute for Medical Science & Technology (IMSAT) will enable new partnerships between physical scientists, biologists and clinicians and promote the application of new technologies. The key interface with NHS Tayside needs to be carefully managed for mutual benefit.

Professional

Education and training for the professions is recognised as one of the University's strengths. Seventy per cent of Dundee's graduates currently enter the professions including accountancy, law, dentistry, education, social work, architecture, engineering, nursing, medicine...a fact which contributes to our students commanding relatively high graduate salaries. The learning required here is solid and deep; but as knowledge becomes more specialised it rapidly dates. The professions must keep abreast of change and there are opportunities to extend the continuum of undergraduate and postgraduate activity to include continuous professional development. Excellence, niche knowledge bases and flexible delivery tuned to the market are key and well exemplified at Dundee by the success of initiatives such as the Centre for Energy, Petroleum and Mineral Law & Policy whose postgraduates are well represented in governments, corporations and organisations throughout the world, in medical education and in education and social work. In continuing to develop our expertise in relation to the professions we will be conscious of shifting trends in education including e-learning, in which Dundee is a leader, and the importance of maintaining strong links with employers and professional bodies to ensure education programmes are accessible and relevant.

Creative

The most creative, fruitful and innovative thinking thrives at the interfaces between disciplines where ideas, technologies and knowledge collide yielding fresh perspectives and approaches. Creativity is at the core of our ability to compete in the modern world through the creation of centres of excellence which pursue a multidisciplinary approach, combining management studies, engineering, the development of new technologies and the creative arts. Turning creative ideas into new ways of thinking and into successful products and services requires connectedness and a fusion of skills. We are moving on from a world in which schools of art and design are regarded as the only place where creativity belongs and we are fortunate that Duncan of Jordanstone has an enlightened approach to a broad range of University

partnerships. Dundee, with its excellent reputation in art and design, its wide academic and professional portfolio, its pioneering culture and its new College mix is well placed to embrace creativity in all its forms and this will continue to be one of the distinguishing features of the University.

Contemporary

Globalisation, climate change, sustainability, world security and the increasing permeability of boundaries between cultures and belief systems are among the many challenges facing the 21st century. How do we think our way towards solutions? By bringing together 'thought schools' in the humanities, the social sciences, education, law and psychology and promoting the development of a postgraduate school in policy and management in energy, water resources and enterprise we have the framework to initiate ideas, lead debate and influence policy. Whilst Scotland has a shortage of outward-looking think tanks engaged with government and industry, there is a readiness for new concepts, big ideas, and international thinking. Dundee has the scope and potential to support a new generation of students and staff in thinking for the 21st century.

Policy Context

Our vision fits well with that of the Scottish Funding Council, as set out in its Corporate Plan 2006-09.

'A more dynamic, entrepreneurial and internationally competitive Scotland, whose people are amongst the most skilled and educated of any of our competitors, and whose colleges and universities are world-class contributors to economic, social and cultural development'.

As well as a call to excellence in providing a diverse range of relevant teaching and learning opportunities, the SFC Corporate Plan specifically highlights the role of Universities in providing a competitive research base, a source of innovation and a focus for international growth. The University's ambitions are clearly aligned with this perspective.

Aims

Connectivity in the modern world demands that we 'think global and act local'. High aspirations have to be backed by a focus on clear aims and objectives supported by practical actions and measurable progress. These need to reflect our particular constraints and opportunities, fostering differentiation and growth. We have therefore identified seven University-wide aims for the period to 2012 as follows:

- Aim 1** attract the best students
- Aim 2** provide the best student experience
- Aim 3** increase postgraduate activity
- Aim 4** promote research excellence and profitable partnerships
- Aim 5** contribute to knowledge transfer and the development of Dundee and Scotland
- Aim 6** improve the responsiveness of support services
- Aim 7** ensure the University's long term financial sustainability

These aims build on the aspirations of *vision / towards 2007*, reflect the vision for the University, and provide a tangible guide for the new Colleges and Schools as they develop for the future.

We now analyse each aim, drawing out objectives and required actions. A selection of Performance Indicators and quantified targets are identified which will guide oversight and provide a basis for further work on identifying appropriate and balanced measures for management and Court to monitor University performance. The emphasis is on practical measures directly related to achieving sustainability. Further work will follow on less easily measured factors, such as the strength of relationships and the level of market understanding, which are nevertheless vital for future success.

Aim 1: Attract the best students

Current Situation

Following rapid growth over recent years, the number of student applications is levelling off. Now the focus is on raising entrance requirements and improving the undergraduate experience, while ensuring our provision is cost effective.

Our student appeal has grown. Undergraduate applications from Scotland and the rest of the European Union increased by 35% from 2002 to 2006, well ahead of the increase for Scottish HEIs. In most areas we comfortably fill our allocation for funded home and EU students, but our proportion of 'fees only' home/EU students is significant.

Dependency on clearing is falling, from 20% in 2001 to 5% in 2006. We remain the university of choice for much of our hinterland with 33% of Dundee state school HEI entrants choosing the University. Our pioneering programmes to widen access are highly regarded with the Access Summer School continuing to recruit and prepare 80 students each year.

Yet the underlying position on recruitment is highly volatile. We are particularly vulnerable to demographic changes, with our local catchment area expected to show a marked reduction in the number of 18 year olds during the next decade. 52% of our undergraduates are from Tayside or Fife. To attract the best students we must raise our quality thresholds and look further afield.

Uncertainty over the effects of tuition fees in England and Wales and the future policy of the Scottish Executive on funding for higher education will also affect the decisions of potential students as will the issue of debt.

Our response is to raise standards, look outwards for new applicants and accommodate the value for money expectations of students. We have already introduced advanced entry programmes which aim to differentiate Dundee from its competitors. Geographically, we will extend our mix, increasing the proportion of undergraduates from outside Scotland from 20% to 30%. We will work hard to minimise the effects of population change by maintaining and growing our strong access programme, by ensuring we attract the best talent from local schools and by improving our recruitment elsewhere in Scotland. Meanwhile our ability to offer high quality higher education in a cost effective setting will be used to boost recruitment in England and among school leavers with the International Baccalaureate.

Improving the quality of our students will have multiple benefits. High-achieving students raise the University's standing and go on to become leaders and opinion formers; and they ensure lower rates of attrition. In addition, high-achieving students are more likely to attain the best degrees and to advance to postgraduate study, raising the University's influence in academia. Working to recruit the best students is consistent with our commitment to widening access. High achieving students come from all backgrounds, and enter via diverse pathways, including FE colleges, the Summer School or as mature and part-time students. A steady improvement in entry standards over the next six years will enable the University to compete with other research intensive universities in the UK, extending our attractiveness to applicants across the UK, at a time when local and Scottish demographic trends are showing a marked downturn.

Objective 1.1 Capitalise on the growing popularity of Dundee by improving the quality of our intake. Broaden our geographical appeal by marketing the University to the best students from across the UK and overseas, while offering good value for money through new routes to entry.

- **Raise the standards required of potential students, by increasing stipulated entry qualifications.**
- **Offer advanced entry** to able students, particularly UK candidates with Advanced Highers, A levels and appropriate FE qualifications. Establish outreach, developmental and articulation arrangements with school 6th years, FE Colleges and professional bodies, ensuring that students are carefully prepared for undergraduate study.
- **Increase the proportion of European undergraduates recruited from outside Scotland, in response to the demographic changes which affect the local market.**
- **Achieve a higher proportion of undergraduates from outside Europe, through developing and selling attractive and flexible programmes.**
- Reposition the traditional first year as a flexible and varied **foundation year** offering an attractive alternative to level 2 entrance, as well as the first year of vocational and other courses where advanced entry is not appropriate.
- **Support efforts to increase recruitment** in particular countries through parallel initiatives such as 'Fresh Talent'. Where resources allow, complement this with the targeted application of significant bursaries and scholarships for disadvantaged students and those in strategically important geographical or subject areas. Apply alumni resources in this area.

Objective 1.2 In response to demographic changes, maximise the quality and quantity of local recruitment.

- Continue to promote **wider access, by building on our successful Access Summer School to increase admissions by this route for students from less-favoured, or non-traditional backgrounds.**
- **Work with local schools** to improve attainment and aspiration, thereby improving further our penetration.

Objective 1.3 Ensure that recruitment assists in maximising income and minimising cost.

- In addition to the recruitment of more overseas full-time students, **increase the number of short-course overseas students.**
- Carefully scrutinise the number of **'fees-only'** home and EU undergraduates admitted for cost-effectiveness. Ensure that recruitment to individual disciplines is strong enough to be sustainable.

Aim 2: Provide the best student experience

Current Situation

Aim 1 addresses student recruitment; Aim 2 focuses on the overall experience of the student, ensuring that excellence in learning and teaching remains an important touchstone.

Learning and teaching at the University of Dundee has developed and improved in recent years with greater flexibility across disciplines and the introduction of modules and semesters. The QAA's Enhancement-led Institutional Review (ELIR) of November 2004 strongly endorsed the quality of learning and teaching overall, as well as the wider student experience. However, we need to improve our overall retention rates. Our undergraduate completion rate of 89% compares with a Funding Council benchmark for the University of 90%.

Dundee is a leader in e-learning and we are determined to keep this lead by developing and investing in this area and by providing a better environment for learning and teaching. A good platform has been built to respond to the needs of students for a rounded experience through improved support services, actions to improve generic skills, careers planning and access to international development opportunities. There is scope to develop these initiatives further by developing links with professional organisations and employers and improving the responsiveness of other student support services.

Mechanisms are in place to understand and respond to the views of students through DUSA, the Students' Association, and through the system of student representation in the governance of the University. We need to seek out new ways of understanding student satisfaction levels through surveys of opinion. This also applies to our understanding of the views of stakeholders, and in particular those of employers and professional bodies.

In learning and teaching there are challenges in continuing to raise the level of esteem of teaching in an institution where research enjoys a very high profile.

Objective 2.1 Develop and maintain excellence in learning and teaching

- Provide a range of **generic learning opportunities** and other academic support services to complement discipline based teaching. Ensure that the employment record of graduates continues to improve. Remove the barriers to overseas study opportunities. Increase and rebalance the Erasmus programme of international exchange.
- **Invest in teaching excellence** through retaining and developing excellent teachers, managing performance and improving the learning and teaching environment. Create teaching spaces which are flexible enough to accommodate changing learning styles and technologies. Maintain and enhance our leadership position in e-learning. Ensure programmes are wherever possible informed by research.

Objective 2.2 Ensure the range of teaching is appropriate to the needs of students and stakeholders and is provided efficiently.

- Invest time and effort in enhancing the quality and range of teaching through the **continuous review, development and where necessary curtailment of programmes**. Ensure that teaching remains attractive and responsive to the needs of students, employers and the professions. Respond to the recommendation of the ELIR 2004 and implement the University's Learning and Teaching Strategy 2006 and the recommendation of the Sustainability Review 2007. Achieve sustainable student-staff ratios.

Objective 2.3 Provide excellent support services, accommodation options, social facilities and a great environment to students in a responsive manner.

- Where possible, organise services to provide an integrated, **student-centred approach**. This may require proposals to be brought forward during the plan period for new accommodation, with interim arrangements in the shorter term. Ensure the estate is used imaginatively, and that the particular needs of postgraduate, overseas and mature students are understood and catered for.
- Continue to **improve residential, social, and sports facilities** for students of diverse ages and backgrounds. As resources allow, finalise and implement the proposals for the 'greening' of the City Campus, recognising the importance of quality in spaces as well as buildings.
- Building on the current Student Services/DUSA surveys, ensure the provision of comprehensive and repeatable student, staff, employer and professional body **survey information** to measure progress in the development of the student experience. Obtain accurate and comprehensive data on student attitudes in 2007/8 and on staff and stakeholder views in 2008/9.

Aim 3: Increase postgraduate activity

Current Situation

The level of postgraduate activity is an important indicator of the health of a university which offers high levels of scholarship and academic enquiry. Our taught PG activity is growing strongly in percentage terms. In proportional terms we compare favourably with other institutions (Table 1). However, our percentage of research PG students is a comparatively low proportion of the student body. Securing the right UG/PG mix has an important practical benefit, with PG provision offering a route to private and international sources of funds. 70% of our postgraduate applicants are currently from overseas but only 28% of students who actually matriculate are from this group. Conversion rates are low in some disciplines.

Table 1: Full Time Equivalent Student Mix (Percentages)

	2000/1			2005/6		
	UG	TPG	RPG	UG	TPG	RPG
DUNDEE	84.1	11.7	4.2	79.0	17.8	3.3
EDINBURGH	83.0	9.1	7.9	77.9	12.9	9.3
WARWICK	70.6	21.3	8.1	72.3	20.8	6.8
LEEDS	81.5	11.4	7.1	82.2	11.9	6.3
GLASGOW	84.2	8.7	7.1	81.6	12.0	6.4

Our challenge in taught PG is to build on our successful programmes by spreading provision more widely across the Colleges and Schools.

Maximising taught postgraduate activity is an important source of new income, raising standards and enabling the University to engage more effectively with our stakeholders – business, professional bodies and alumni. The possibilities for productive business and professional partnerships are also greater at postgraduate than at undergraduate level. Our successful taught programmes are in carefully chosen areas where we can demonstrate very high quality work in niches which our competitors would find difficult to replicate. While full-time taught PG provision is particularly important, we must develop

further our part-time and distance learning programmes, building on our strengths in the professions. The rate of progress will be determined by complementary work to create the necessary physical and support infrastructure.

Objective 3.1 Increase postgraduate activity, absolutely and relatively

- **Develop existing and new course provision** to attract new students. In view of its strong correlation with overseas recruitment, there should be a focus on full time programmes, while taking opportunities where they emerge for part time courses also.
- Improve the conversion rate of interest from **overseas into TPG matriculations**, thereby increasing the proportion of overseas full time TPG students.

Objective 3.2 Free up time and resources and take supporting actions to achieve a radical repositioning of postgraduate activity

- Create space, time and funds by **rationalising undergraduate course provision** and under funded research in the light of market trends. Develop new profitable postgraduate and Continuing Professional Development (CPD) programmes building on wider areas of competitive advantage and links with professional bodies and alumni.
- Use the advanced entry approach to develop pathways to potential postgraduate opportunities through '3+1' and '2+2' offerings, and promote these through the web and the prospectus to well qualified prospective students. Provide more **studentships and scholarships** to encourage postgraduate students, exploring new partnerships with funders, professional bodies and employers.
- Bring forward proposals to satisfy the needs of PG and mature students in general, particularly for **study, social and living accommodation**. This should be considered alongside the overlapping needs of international students, particularly those from outwith the EU. Strive to create a postgraduate 'community' or 'communities'.
- As a continuum of undergraduate and postgraduate education, consider the opportunities to develop **distance learning and CPD provision**, exploiting routes to different groups provided by our alumni and professional body partners. Assess whether a central CPD co-ordinating office would be cost effective or whether all activity should remain at the College or School level.
- Within the University, develop a financial model which **incentivises postgraduate delivery** including inter-disciplinary courses. This may include some up-front seed money (Strategic Investment Fund) but should in the main be based on astute business planning and agreements to share downstream benefits.

Aim 4: Promote research excellence and profitable partnerships

Current Situation

Dundee is successful in research. We are third in the UK in terms of our number of active researchers proportionate to our size with 204 researchers working in our 5 and 5* rated research units. At 27% (2005/6), our proportion of income from research grants and contracts is well above average, while we received £16.6m in 2006/7 in public support related to our research, an increase of 53% since 2001/2. Dundee has breadth and depth with world class research in the life sciences and medicine attracting high value grants.

However, we face challenges in research. At around £55m (including QR grant), our level of total research income has plateaued in recent years and there are risks associated with our weighting towards life sciences and medicine (75% of research income) and by the dependency on charity funded research (43% of research income). While charity income can include infrastructure awards and generous contingency funding, in general it does not contribute to overheads, although we now receive some additional public funding to compensate for this. We wish to maintain our level of charity income, whilst moving towards a more balanced Research Council portfolio.

Change and uncertainty are evident in research. A new approach to funding research by public bodies – Full Economic Costing – has been introduced. The full effects of this are uncertain but it is likely to increase competition, as projects become more fully funded but fewer in number. FEC will also have

the important benefit of highlighting 'uneconomic' research more clearly within the University. In addition, preparations are well advanced for the new Research Assessment Exercise in 2008. Our short term focus has been on ensuring the best possible result from this, for example, by making key appointments, enabling key staff to focus on their research outputs during 2006/7 and ensuring a rigorous approach to the preparation of our RAE submissions. The RAE methodology may be altered post 2008 and there will also be changes in Medical Research Council/Department of Health funding in England. Both are likely to have an impact in Dundee that cannot be fully predicted at present.

A feature of research is the increasing importance of collaboration. The University has been active here, particularly with St Andrews and SCRI, as well as being a participant in the Scottish research pooling initiatives and a beneficiary of the Funding Council's strategic research and development grants scheme. Our links with funding bodies are strong but could be stronger. A concentrated effort is now being made to build close and effective working relationships with the UK Research Councils, the biomedical charities and EU funding sources. On a commercial basis, the Division of Signal Transduction Therapy and the Translational Medicine Research Collaboration (TMRC) take partnership working to a new level and reinforce our position as a University with a good track record of working with the pharmaceutical industry.

Our international links are numerous and wide ranging, and we must build on this for the benefit of the University as a whole. For example, visiting professorships can inject innovation into our programmes. However, we lack true strategic alliances which might offer multiple benefits, for example in research, educational development and student exchanges. The recent accord with Singapore is an example to follow.

A thought-through approach to our international activities is required, planning our involvement at a number of levels, from multi-faceted institutional alliances through subject-based exchange programmes to student recruitment in key or niche markets. This will require clarity on where and to what extent combined strategies for student recruitment and research and commercialisation are relevant and where they should be seen as separate areas of activity.

Objective 4.1 Grow sustainable research income

- **Achieve volume increases in research activity measured through direct expenditure.** While overhead recovery is important it is important that the underlying volume of research activity also increases, and that opportunities to obtain infrastructure support from research funders are identified and realised.
- **Continually review research activities and potential** in the light of performance, market trends and sustainability, reflecting environmental changes such as RAE 2008, Full Economic Costing and the relationships between research and teaching. Apply resources selectively in research areas where the greatest progress towards excellence can be made. Reflecting the financial environment, compensate for investments in chosen areas with dis-investments elsewhere where financial contribution is low and where there is no compelling case for research on other grounds.

Objective 4.2 Grow research overhead and the human capital engaged in research at the University

- **Maximise margin** from research activity, with Research Council grants making an increased contribution. Address the question of charity and other income which does not contribute fully to overheads and review options for dealing with shortfalls.
- Increase the number and proportion of **research postgraduate students** at the University. Strive to increase the level of studentships and postgraduate support generally from Research Councils.

Objective 4.3 Increase research activity and profitability by participating in local, national and international collaborations. Develop a coherent approach to partnerships and alliances and to our international activities in general.

- Increase the level of research activity by capitalising on recent large capital investments. Create cross-disciplinary alliances and centres of excellence to **build scale** both between Schools and with external organisations, and by using inward investments to achieve closer

links between Life Sciences and Medicine. Deliver and build on the TMRC and CRC initiatives. Put in place an institution-level international alliance in 2008/9.

- Develop a connected view of our **international activities**. Understand and take advantage of changes in European Union policies in support of research, ensuring full access to FP7 and ERDF funds. Present a comprehensive international strategy to Court in 2007/8.

Aim 5: Contribute to Knowledge Transfer and the development of Dundee and Scotland

Current Situation

The origins of the University reflect our close relationship with the city of Dundee and its hinterland in Perth and Kinross, Angus and Fife. The fortunes of City and the University are increasingly intertwined as the University grows in size and impact.

Social and cultural links are well developed, for example through the contribution of our professional graduates (teachers, social workers, health workers), and our continuing educational and arts programmes. We have responded to the challenges of low attainment and HE progression levels in local schools by striving to raise the aspirations of young people in Dundee and the region. The annual Go Young Dundee! exercise, where over 600 students visit the campus, shows the potential for direct action. Our wider access programmes will continue to develop at current levels.

Increasingly, universities are expected to benefit their communities beyond their traditional remit of education and research. In particular, the University is viewed as an engine for economic development. Our growth and the commercialisation of university research responds to this demand, but we are also called on as a resource for ideas, talent and entrepreneurial attitudes to support local and national businesses. Collaboration with public and private bodies is vital for our knowledge transfer activities. Commercialising our discoveries and knowledge through licensing and other strategies brings valuable income allowing us to extend our activities. We can provide a direct stimulus to the economy by making expertise and talent available to local companies.

The University is a powerful force in the physical transformation of Dundee. We are using the development of the City Campus to encourage improvements to the wider urban environment. We engage with partners in various fora, including the Dundee Partnership, which aim to develop and improve the city. We have an important synergistic relationship with NHS Tayside, the major employer in the City; strong working relationships with Scottish Enterprise Tayside and the City Council; and good educational links with the University of Abertay Dundee and the FE colleges in Perth, Angus, Fife and Dundee.

Objective 5.1 Transfer University knowledge externally to achieve a return on University investment and to contribute to economic development.

- **Build a wider portfolio** of licences and equity stakeholdings using University intellectual property. Increase income from all commercialisation opportunities including licensing and equity realisation.
- **Encourage company formation. Through our incubator and other services, increase the number and scale of companies originating in the University.**
- **Bring in resources from partner bodies** in support of commercialisation activities through programmes such as Proof of Concept.

Objective 5.2 Play a full part in the economic, cultural and social development of the Dundee city region.

- Work with Scottish Enterprise Tayside and the City Council to maximise the opportunities provided by **economic assets** such as Seabraes Digital Media Park, DCA and the Waterfront development, and by Scottish Enterprise investment in the national priority industries with a particular emphasis on life sciences, energy and digital media.
- Deliver the **masterplan for the main campus** and develop one for Ninewells in partnership with NHS Tayside to act as stimuli to providing high quality buildings, spaces and connections, as resources allow. Work with partners to develop Dundee's Cultural Quarter, for example through the Rep/Bonar Hall/DCA/Sensation linkages.

- Use the weight and national prestige of the University more effectively to drive improvements to the wider Dundee 'product' and **advocate strongly for the region** with local partners.
- Develop new opportunities for **the wider community** to participate in the educational, cultural and social life of the University.

Aim 6: Improve the responsiveness of support services

Current Situation

In recent years considerable efforts have been made to improve and professionalise student and academic support services.

Further development is needed to improve the responsiveness, efficiency and effectiveness of these services. Responding to the new University structure, a devolved yet disciplined approach to delivery based on transparency and a 'shared service' ethos is required. The key objectives for support services are as follows:

Human Resources

- Embed and support a culture of performance management and improvement.
- In support of performance improvement, develop and implement a strategic approach to staff development.
- Recruit, retain and reward high quality people, paying particular attention to succession planning.
- Embed the modernisation of pay and grading structures, and ensure that we achieve compliance in all equal opportunities and health and safety legislation.
- Maintain effective staff relations, and seek out staff opinion to inform improvements.

Finance

- Drive long term financial sustainability by supporting key managers in balancing income and expenditure and ensuring the generation of surpluses.
- Develop a financial strategy which incentivises managers and staff to generate new income and reduce costs through more efficient working practices.
- Reconsider the University's approach to budgeting and resource allocation in the light of Full Economic Costing, ensuring transparency and a 'shared service' approach.
- Balance the needs of investment in new learning and teaching programmes, outreach, new research capacity and upgrading support services with a forward-looking capital investment programme.

External Relations

- Implement a management plan which enhances the University's reputation and secures maximum benefit from a wide range of key relationships.
- Set up and implement a comprehensive plan for fundraising, addressing appropriate sources of funding and support, including alumni.
- Provide excellent marketing, press, PR and publications services, with particular attention to website development.

Information Services

- Building on improvements in network infrastructure, deliver a strategy for information service provision, based on a full understanding of current and future developments in technology, user trends and student and staff expectations.

- Create a 'one team' approach to the use of information services resources wherever they are located in the University and measure satisfaction levels amongst students and staff on a regular basis.
- Stimulate and respond to opportunities to improve performance through the application of information systems, using areas of good practice as examples for others. Contribute to developments in management information, particularly through Registry.
- Continue to develop the library service in response to changing patterns of knowledge exchange and learning, reflecting the needs of both learning and research.

Campus Services

- Develop a responsive estates strategy, reflecting the University's education, research and support services strategies and College development proposals. Respond to the need to improve our infrastructure for postgraduate education.
- Pay increased attention to the implications of maintaining the estate to a high and sustainable standard.
- Consider ways to achieve a more intensive use of the estate through space planning and an awareness of new ways of working and learning.
- Improve the efficiency and effectiveness of the in-house estates and buildings team and the management of external maintenance contracts with the aim of achieving better value for money.

Aim 7: Ensure the University's long term financial sustainability

Current Situation

The University faces considerable financial challenges over the plan period to 2011/12. We need to reduce recurrent costs and to increase income generation in order to move into modest surplus. In response to these concerns, in 2007 a review of University Sustainability was completed. By examining data for 2005/6, a clear indication was obtained of challenges in improving teaching efficiency and in growing research income and overhead recovery.

In 2005/6 44% of all research awards by value were received from charities which award minimal overheads mitigated to some extent by infrastructure support and generous contingency funding. In some areas underfunded research was being taken forward where resources might have been better applied to teaching. Our student profile was strong in local and undergraduate markets while a more sustainable mix would have been more representative of overseas and postgraduate students.

Overall, while we have areas of globally competitive quality in teaching and research, we have scope to use our resources better. While the University is much more than a business, it must operate to the highest business standards.

Objective 7.1 Achieve a sustainable operating surplus by 2011/12

- Implement the recommendation of the 2007 Sustainability Review. This will require determined effort to move from an anticipated 2006/7 deficit requiring action on specific cost reductions and efficiency gains. An ongoing presumption in favour of **growth being externally funded, of full cost recovery, and of academic time being used to best effect** will remain in force over the medium term.
- Building on the Sustainability Review measures, develop in 2007/8 a **University Change Plan** which addresses the future shape and direction of the University in terms of forward looking and sustainable academic activity. Make choices with regard to investment priorities in the light of the agreed positioning of the University, based on a keen understanding of our markets and where we are and can be competitive.

Objective 7.2 Develop and implement a Capital Programme which creates a long term, balanced portfolio of development and maintenance in the estate and infrastructure.

- **Manage carefully the Capital Programme**, ensuring borrowing limits are observed, external funding is maximised and costs are controlled. As resources allow, achieve a rebalancing of activities with an increased emphasis on long term maintenance and refurbishment works.
- **Ensure that all physical assets** – buildings, equipment and external spaces – **are used efficiently** through the year, by University users or (where appropriate) others.

Objective 7.3 Develop and improve the capacity and resilience of the University.

- In response to the increasingly complex pattern of provision, ensure that our **financial and project management and business planning capacity is upgraded**, as part of our overall staff development effort.
- Take a more thorough and **coherent approach to communications** to ensure the views of students, staff and stakeholders and are taken fully into account, and that all sectors of the University community understand the need for long-term financial sustainability.

Performance Monitoring

We must ensure that we know the extent to which we are meeting our objectives. Performance Indicators (PI's) have been identified which will act as measures of performance. Wherever possible PI's will be tracked to give information on change over time, and also in relation to our competitors. Table 2 shows in tabular form the 30 PI's which will be tracked by management over the plan period to measure performance.

For 17 of the PI's, quantified targets are proposed as shown in Table 3. In order to promote and spread accountability 12 targets have been broken down to College level.

In preparing Performance Indicators and targets most attention has been placed on indicators which have a close relevance to financial sustainability. Indeed, many of the Performance Indicators have been taken from the Sustainability Review. In addition, a broader set of indicators reflecting a more balanced approach to development and improvement will be developed. This will be reflected in 'softer' areas such as student and stakeholder relationships, process improvements and staff development. From this larger and more rounded set of indicators, a smaller number of Key Performance Indicators (KPI's) will be derived for reporting on performance to Court.

Table 2
Strategic Framework to 2012
Performance Indicators and Target Headings

Aim	Objective	Performance Indicator	Target (UoD)	Target (Coll)
1	1.1	stipulated entrance quals	√	√
	1.1	advanced entry	√	√
	1.1	'non-Scottish EU' UG	√	√
	1.1	'non EU' UG	√	√
	1.1	achieved entrance quals		
	1.1	Recruitment		
	1.2	wider access	√	
	1.3	non-graduating overseas UG	√	
	1.3	'fees only' home/EU UG		
2	2.1	International UG exchange	√	√
	2.2	progression rates (Y1-Y2)	√	√
	2.2	continuation rates (SFC metric)		
	2.2	student-staff ratios		
3	3.1	full time TPGs	√	√
	3.1	overseas TPGs	√	√
	3.2	TPG fees <u>v</u> total fee income		
4	4.1	direct research expenditure	√	√
	4.2	research margin	√	√
	4.2	research PGs	√	√
	4.2	research income/academic FTE (SFC)		
	4.2	externally sponsored research <u>v</u> total income (SFC)		
	4.2	'own-funded' research		
5	5.1	Commercialisation income	√	√
	5.1	spinouts/start-up	√	
	5.1	student placements		
	5.2	development funding	√	
7	7.1	operating surplus	√	
	7.1	total income/academic FTE		
	7.2	building quality (SFC Metric)		
	7.2	expenditure on long term maintenance		

Note Target (UoD) University-wide target
Target (College) Targets set for Colleges as well as University

Table 3
Strategic Framework to 2012

Quantified Targets

Objective	Performance Indicator	Target
1.1	Entrance requirements stipulated to prospective entrants	1.1.1 Increase stipulated entrance requirements, where appropriate, initially as measured by UCAS points, by 8% from 2008/9 to 2011/12
1.1	Number of students entering at advanced level	1.1.2 Increase the number of full-time undergraduates admitted through advanced entry from 147 (2006/7) to 200 (2008/9) and 300 (2011/12)
1.1	Percentage of undergraduates from the European Union, excluding Scotland	1.1.3 Achieve a 'non-Scottish EU' uplift in the share of all undergraduates from 17% (2006/7) to 18% (2008/9) and 21% (2011/12)
1.1	Percentage of undergraduates from outside Europe.	1.1.4 Increase the proportion of non-EU undergraduates from 5% (2006/7), to 8% (2008/9) and 10% (2011/12)
1.2	Number of undergraduates entering via 'wider access' programmes	1.2.1 Increase levels of recruitment by this route from 72 (2006/7) to 100 in 2008/9 and 140 in 2011/12, while maintaining academic standards. Retain current level of recruitment by wider access at 80 per annum through to 2011/12
1.3	Number of short course overseas students	1.3.1 Increase the number of non-graduating, overseas students participating in undergraduate courses from 44 (2006/7) to 55 (2008/9) and 70 (2011/12)
2.1	Number of students participating in ERASMUS international exchanges	2.1.1 Increase from 2006/7 undergraduate exchange numbers of 42 outward/96 inward to 80/120 by 2008/9 and 120/120 by 2011/12
2.2	Progression rates : Year 1 to Year 2	2.2.1 Increase undergraduate progression rates after Year 1 from 81% (2005/6 entrants) to 85% (2008/9) and 90% by 2011/12
3.1	Numbers of full time taught postgraduate (TPG) students	3.1.1 From 1141 (2006/7) full time TPG students, increase to 1300 by 2008/9 and to 1650 by 2011/12
3.1	Percentage of full time TPG students from outside Europe	3.1.2 Increase the percentage of full time TPG students with overseas fees status from 37.5% in 2006/7 to 40% by 2008/9 and 50% by 2011/12
4.1	Level of direct research activity as measured by pay and non-pay expenditure	4.1.1 Increase direct expenditure on research from £38.9m in 2005/6 to £42m in 2008/9 and £47m in 2011/12

4.2	Research overhead recovery	4.2.1 Increase research income margin from £4.3m in 2005/6 to £7.3m in 2008/9 and £11.4m in 2011/12
4.2	Numbers of full time research postgraduate (RPG) students	4.2.2 From 399 full time RPG students in 2006/7, increase to 500 by 2008/9 and 650 by 2011/12
5.1	Commercialisation income	5.1.1 Increase commercialisation income from £1.5m in 2004/5 to £2.1m in 2008/9 and £2.6m in 2011/12
5.1	Spin out and start up company activity	5.1.2 Increase the number of assisted spinout and start up companies from 3 spinouts/1 start up in 2004/5 to 4/2 in 2008/9 and 2011/12
5.1	Level of development funding attracted for commercialisation	5.1.3 Increase development funding attracted from £0.9m in 2004/5 to £2.0m in 2008/9 and £3.0m in 2011/12
7.1	Operating surplus (deficit) achieved	7.1.1 Achieve an operating surplus of 3% by 2011/12

APPENDIX 3**GRADUATES' COUNCIL FUND
(Minute 62)****1. Name**

Graduates' Council Fund, hereinafter referred to as 'The Fund'.

2. Purpose

The Fund is utilised for the benefit of Students of the University of Dundee. Applications will be considered from individual students and or student societies which would effect a worthwhile contribution to individuals and/or the University Community.

3. Fund Raising

- (i) The Fund will target, but not exclusively, graduates of the University of Dundee.
- (ii) Graduates will be actively encouraged to donate to the Fund.

4. Method of Application

The Graduates' Council Fund Application must be completed in full and returned to the Alumni Relations Office.

5. Administration of the Funds

- (i) The University will administer the Fund on behalf of the Graduates' Council.
- (ii) A separate account will be maintained for the Graduates' Council Fund.
- (iii) A Board of Directors will administer disbursement of the Fund.
- (iv) A brief report on the source and application funds for the previous accounting year shall be included in the Report by the Convener of the Business Committee to the Annual General Meeting of the Graduates' Council.

6. Board of Directors

- (i) The Board of Directors will have the following membership:
 - The Convener of the Business Committee (ex officio)(Convener)
 - The Vice Principal Education & Careers (ex officio)
 - The Secretary of the University (ex officio)
 - The Director of External Relations (ex officio)
 - Two representatives of the Business Committee. Nominations to be made at the Annual Meeting of the Graduates' Council.The Board of Directors shall have the power to co-opt one other person, as required, to assist with their activities.
Nominated Directors may serve no more than three consecutive years in any one term of office.

7. Disbursement of the Fund

- (i) The Board of Directors will meet at least twice annually, to coincide with the meetings of the Business Committee.
- (ii) The amounts disbursed from the Fund will be at the discretion of the Board of Directors.
- (iii) The signature of the Principal will be required on all awards made.

APPENDIX 4**COMMUNICATIONS FROM THE SENATUS ACADEMICUS
(Minute 65)****1. UNIVERSITY COURT**

The Senatus received a communication from the meeting of the University Court held on 23 April 2007.

The Senatus decided: for its part, to approve the report.

2. PRINCIPAL'S REPORT

A member from the College of Arts & Social Sciences commented that it was his perception that the restructuring exercise had resulted in increased layers of bureaucracy rather than the anticipated simplification and devolution of central functions to the College level. In response, it was argued that, generally, the University was still in a process of transition from one structure to another and that some of the Colleges were themselves at different stages in that transition. Life Sciences, for example, had moved from a discipline-based departmental structure to a School structure some years ago while areas of the College of Arts & Social Sciences were still grappling with the very early stages of that cultural shift. The issue of which activities were undertaken at discipline as apposed to School level should be kept under review to avoid unnecessary duplication.

The Senatus decided: to note the report.

3. LIBRARY AND INFORMATON SERVICES COMMITTEE

The Senatus decided: on item 5, to endorse to the Court the arrangements outlined required for accreditation as a Registered Public Museum (Annex a, b and c);

4. PROFESSORES EMERITI

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

Professor J H Cummings
Professor F B Eddy

5. ORDINANCE 56 AMENDMENT

The Senatus decided: to recommend to Court an amendment to Ordinance 56, paragraph 1 to reflect the decision to change the name of the College of Art & Design, Architecture and Engineering & Physical Sciences to the College of Art, Science and Engineering.

MUSEUM COLLECTIONS MANAGEMENT ARRANGEMENTS

This document provides information about the governing body and managing committee of the University of Dundee Museum Collections. It has been written as a requirement of the MLA Accreditation Scheme.

1. The University's museum collections are the responsibility of Museum Services, originally formed in 1994 as the Museum Collections Unit. Since 2002 the unit has been part of the department of Archive, Records Management & Museum Services (ARMMS), with the Curator reporting to the Head of ARMMS, the University Archivist.
2. The University Court is the governing body for the museum collections, and is the body which has the power to approve forward plans, policy documents, etc. In 2002, as part of a general restructuring of committees, the Court created a Library & Information Services Committee (LISC), which is effectively the managing committee for the museum collections. While most of the day-to-day management of the museum collections is delegated to the Curator, regular reports on the work of Museum Services are presented for discussion at LISC meetings by the Head of ARMMS, who sits on the committee.
3. Although the Curator is not a member of the LISC committee, he is able to attend if relevant museum business is being discussed. Normally, the Curator would pass papers on to the Head of ARMMS for tabling at LISC meetings. This might include issues of staffing, finance, security, ethics or any major collections management issues that require significantly greater resources than usual. Policy documents, forward plans and any other matters requiring approval by Court would first be presented at LISC meetings before then being raised at Court meetings.
4. At the time of writing, the composition of LISC is as follows:
 - Prof J Calderhead (Vice Principal)(Convener)
 - Dr M W H Coughtrie (College of Medicine, Dentistry & Nursing)
 - Dr W Carter (College of Medicine, Dentistry & Nursing)
 - Dr L Mclellan (College of Medicine, Dentistry & Nursing)
 - Dr C Halpin (College of Life Sciences)
 - Dr W Whitfield (College of Life Sciences)
 - Mr S Flack (College of Art, Science & Engineering)
 - Dr D Goldie (College of Art, Science & Engineering)
 - Dr T Morris (College of Arts & Social Sciences)
 - Prof N Wade (College of Arts & Social Sciences)
 - Academic Secretary
 - Director of Computing Services
 - Director of Information Services
 - Head of Archives, Records Management & Museum Services
 - University Librarian
 - DUSA President
 - DUSA VP (Representation)
 - Director of E-learning
5. The Tayside Medical History Museum at Ninewells Hospital is run by the University in collaboration with NHS Tayside. While most management arrangements (including all policy documents) are dealt with by Museum Services through the channels detailed above, any issues arising from the operation of the museum that require NHS approval (eg use of display space in the hospital) are submitted by the honorary medical curator to the Tayside NHS Board or other appropriate NHS Tayside channels.
6. An unofficial advisory committee also assists with the work of the Tayside Medical History Museum, chaired by the honorary medical curator. The University Curator acts as secretary to this group, which comprises staff of both the University and NHS Tayside as well as retired medical practitioners.

MUSEUM SERVICES MANAGEMENT PLAN 2007-2012

Mission Statement

Museum Services is responsible for the documentation, conservation, interpretation and accessibility of the University's Museum Collections for the benefit of its staff and students, as well as the general public and researchers further afield. In so doing it aims to improve the cultural life of the University and increase awareness of its history and achievements.

Historical Summary & Current Position

The University was founded as University College, Dundee in 1881. In 1890 an agreement was reached which led in 1897 to the College becoming part of the University of St Andrews. In 1954 it was reformed as Queen's College, Dundee, and in 1967 it achieved independence as the University of Dundee. In 1994 the neighbouring Duncan of Jordanstone College of Art & Design became a Faculty of the University, as did the former Dundee College of Education in 2002.

Various departmental museums have existed during this 125 year history (most notably D'Arcy Thompson's Zoology Museum) but it has never possessed a University Museum as such. Nevertheless it has acquired a considerable range of museum objects by gift, bequest and purchase, including material from various former teaching and research collections.

In 1993 the University commissioned a report from Dr Frank Atkinson to identify the nature and scale of such material and to make recommendations for its future use. A Collections and Exhibitions Advisory Group was set up (later renamed the Arts, Collections & Exhibitions Committee) which began a temporary exhibition programme and drew up an Acquisition and Disposal Policy which was adopted by the University Court. It established the system of Departmental Curators still in use today, and in October 1994 achieved the appointment of a Curatorial Officer with support from the Scottish Museums Council. In 1997 the post was renewed as Curator of Museum Collections with full internal funding from the University.

The Curator succeeded in cataloguing and storing the Collections to sufficient standards for the award of Phase 1 Registration with the Museum & Galleries Commission (now the Museums, Libraries & Archives Council (MLA)). A new Curator was appointed in January 2001 and later that year oversaw the achievement of Phase 2 Registration.

In February 2002, following a review of the University Central Services, the Museum Collections were reformed as Museum Services, part of Archive, Records Management & Museum Services (ARMMS), an associate department of the History Department (and since 2006 of the College of Humanities). The ACE committee was dissolved and the Head of ARMMS reports to a Library & Information Services Committee. The Curator of Museum Services does not normally sit on this committee, but is able to attend if necessary to put forward any relevant museum business.

The main responsibility of Museum Services is to document, conserve and interpret the University's Museum Collections. By increasing access to the Collections and (through exhibitions, tours and other means) understanding of them, Museum Services helps to increase awareness of the University's history and achievements both past and present. This in turn helps the University to increase its national and international standing. Many parts of the Collections still have a valid role in teaching, thus supporting the fundamental educational purpose of the University. The creation of exhibitions in general and the display of the Fine Art collection in particular is of vital importance in fostering an 'institutional culture' and contributing to 'cultural well-being', both of which are part of the University's mission statement. Through exhibitions and other joint initiatives, Museum Services also helps to develop and promote constructive relationships with other academic institutions and the local and regional community.

The Collections exist for the benefit of prospective, current and former students and staff of the University, researchers, members of the public and those outwith the institution to whom objects can be made available on loan or in a virtual form online. The University aims to maintain the Collections to the standards set by the MLA for all Registered/Accredited museums and to abide by the Museums Association's Code of Ethics for Museums. The University does not regard the Collections as a direct or regular source of income.

Although the care of the Collections is the responsibility of Museum Services, ownership rests with the University Court. It is ultimately the Court's responsibility to ensure the acquisition, preservation, conservation and interpretation of the Collections in accordance with agreed policies and to facilitate public access to them, as appropriate, and to other objects of a similar kind which may be brought to the University on loan. As a trained museum professional, the Curator is appointed to act as adviser on these matters to the Court, and to ensure that the standards referred to above are met. The Curator also acts as the University's representative at meetings of the Scottish Museums Council, UMiS (University Museums in Scotland) and UMG (University Museums Group).

Museum Services currently has an annual budget of around £9,000. It has also inherited the Fine Art Fund, set up in 1960 as a purchase fund for works of art, which currently stands at around £4,000. This is not renewed annually.

1. Collections Management

Aim:

To ensure that the Collections are managed to the standards required by MLA's Museum Accreditation Scheme.

Objectives:

- (a) The Collections should be developed as determined by the existing Acquisition & Disposal Policies, which should be maintained and updated as required;
- (b) The Collections should continue to be documented to MDA Spectrum standards;
- (c) Appropriate storage should be ensured for the Collections wherever possible;
- (d) A satisfactory balance should be maintained between access to and conservation of the Collections;
- (e) The Curator should have continual access to expert conservation advice (eg by maintaining close links with the University's Book & Paper Conservation Studio) and act accordingly to ensure reasonable standards of care for the Collections;
- (f) Security implications should always be considered when putting material from the Collections on public display;
- (g) The ARMMS disaster preparedness plan should be maintained and updated as required.

2. Museum Management

Aim:

To ensure that the staff structure and finances of Museum Services continue to operate effectively and meet the requirements of MLA's Museum Accreditation Scheme.

Objectives:

- (a) The University should be encouraged to continue employing a trained museum professional as Curator of the Collections;
- (b) All museum staff should abide by the Museums Association Code of Ethics;
- (c) This Management Plan and other policy documents must be maintained and updated as required;
- (d) The Curator should continue to have direct access to the appropriate University committee where necessary;
- (e) The head of department should seek to ensure that Museum Services receives a satisfactory level of funding from the University, and that this budget can be managed effectively;
- (f) Potential sources of external funding should also be investigated and grant-aid applied for where possible;

- (g) Museum Services should continue to function effectively as an integral part of the Archive, Records Management & Museum Services department;
- (h) The Curator should seek to develop collaborations with other departments and external organisations.

3. Access & Interpretation

Aim:

To ensure that public access is provided to the Collections by a range of methods which seek to build on existing users and develop new audiences, in line with the requirements of MLA's Museum Accreditation Scheme.

Objectives:

- (a) The University should be encouraged towards the provision of a dedicated museum space for permanent public access to the Collections;
- (b) Storage facilities should be kept to a standard that allows access to the Collections by researchers and other visitors;
- (c) A varied programme of exhibitions should be created both on campus and in external venues where possible;
- (d) The Curator should continue to exploit opportunities for loans of objects to other museums and exhibition venues;
- (e) The Museum Services website should be maintained and developed, the aim being to provide information on every collection and online versions of each new exhibition;
- (f) A significant portion of staff time should continue to be given to answering enquiries from staff, students and members of the public;
- (g) The use of the Collections in teaching and research should continue to be encouraged and developed;
- (h) The Curator should also seek to carry out personal research into the Collections, as time allows;
- (i) Opportunities for publicising the Collections and user services should be exploited both within the University and further afield.

4. The Collections

This section describes the various Collections, specifies departmental curators where these exist and notes specific aims and objectives for the future.

(a) College of Art & Design, Architecture, Engineering & Physical Sciences

Alan Woods Bequest: A large collection of contemporary British art bequeathed by former Duncan of Jordanstone College lecturer Alan Woods in 2000, including works by Art College staff and students. Stored in Hawkhill House.

Action: Complete cataloguing, identify unknown artists and add more to the website.

Design Chairs: A collection of classic designs from the 19th and 20th centuries, acquired by the School of Design as a teaching collection. Mostly stored in Hawkhill House with some pieces still used at DJCAD.

Departmental curator: Richard Carr

Action: Investigate potential for new acquisitions. Develop further teaching use. Update website.

Duncan of Jordanstone College Collection: A large collection of artworks by students, usually acquired at the annual Degree Shows. Mostly paintings and drawings but also printmaking, photography, sculpture, artists books, video art, textiles, ceramics and silver. Also artworks by College staff and some presentation items. Stored at DJCAD and in Hawkhill House.

Departmental curator: Tracy Mackenna

Action: Aim to improve storage conditions, identify unknown artists, increase contact with alumni artists, improve cataloguing and add more to the website.

Needlework Development Scheme: Embroidery pieces from around the world collected by the NDS 1934-61. Stored in Hawkhill House.

Departmental curator: Janet Shelley

Action: Encourage further teaching and research use. Continue links with Scottish Textile Heritage Online project.

Scottish Arts Council Bequest: A large collection of Scottish 20th-century printmaking gifted from the SAC collection in 1997. Mostly stored at the Visual Research Centre with some in Hawkhill House.

Departmental contacts: Prof Will Maclean, Jane Cumberlidge

Action: Re-establish environmental monitoring of VRC. Aim for increased collaboration with VRC. Their online database of the collection needs to be improved or replaced.

Visual Research Centre: Artworks created by artists-in-residence at the VRC. Stored at VRC.

Departmental contacts: Prof Will Maclean, Jane Cumberlidge

Action: None.

Applied Computing: Teaching equipment, stored in Hawkhill House.

Action: None.

Civil Engineering: Scientific instruments and teaching equipment, mostly stored in Hawkhill House with some in the Fulton Building.

Departmental curator: Dr Fraser Smith

Action: Create website of best pieces.

Electrical & Electronic Engineering: Scientific instruments and teaching equipment. Some of the collection is on display in the Ewing Building; the rest is in Hawkhill House.

Departmental curator: Dr David Thompson

Action: Consider improving display; more on website.

Mathematics: Teaching models and other equipment, stored in Hawkhill House and at 21-23 Perth Road.

Departmental curator: Dr Arthur Sands

Action: None.

Mechanical Engineering: Scientific instruments and sectioned aeroplane and car engines, mostly on display in the Fulton Building.

Departmental curator: David Middleton recently retired – new contact required.

Action: Establish new departmental contact.

Physics: Scientific instruments and teaching equipment. Stored in Hawkhill House, with highlights intended for display in Harris Building.

Departmental curator: Dr Rod Gibson

Action: Create Harris Building display. Add more to website.

(b) College of Arts & Social Sciences

Education: Art and artefacts belonging to the former Dundee College of Education, including significant pieces of 20th-century Scottish art. Currently at Gardyne Road but to move to the main campus in summer 2007.

Departmental curator: Recent restructuring has meant that a new contact is now required.

Action: Ensure safety of collection during and after move to campus. Establish new departmental contact. Investigate potential for exhibition and website.

Geography: Small collection of teaching equipment, stored in Hawkhill House.

Action: None.

Law: Various artworks and presentation items, on display in the Scrymgeour Building.

Departmental curator: Robin White

Action: Photograph for reference and website

Psychology: Scientific instruments and teaching equipment, on display in the Scrymgeour Building

Departmental curator: Prof Nick Wade

Action: Photograph for reference and website

(c) College of Life Sciences

Anatomy: Wax models, teaching charts and instruments stored in Hawkhill House. Although the University also has an Anatomy Museum containing human anatomical specimens, this is a teaching collection not under the responsibility of Museum Services.

Departmental curator: Prof Sue Black

Action: Carry out more research on collection. Add more to website. Continue participation in Scotland & Medicine project.

Biochemistry: Scientific instruments and teaching equipment, stored in Hawkhill House.

Action: None.

Chemistry: Scientific instruments and teaching equipment, stored in Hawkhill House.

Departmental curator: Dr John Barnes

Action: None

Herbarium: A large collection of botanical specimens, mostly comprising the Flora of Angus. Also scientific instruments and teaching charts. Stored in Hawkhill House.

Departmental curator: Dr Keith Skene

Action: Sort uncatalogued material. Encourage research use.

Physiology: Scientific instruments and teaching equipment, stored in Hawkhill House.

Departmental Curator: Lynda Connelly

Action: Potential for exhibition and website.

Zoology Museum: Large collection of zoological specimens, many of which were acquired by Prof D'Arcy Thompson in the 1880s and 1890s. Also teaching charts and models. The museum is currently in the Biological Sciences Institute but is to move to the Carnelley Building in summer 2007. Other parts of the collection are stored in Hawkhill House.

Departmental curator: Cathy Caudwell

Action: Ensure safety of collection during move and try to develop the museum in its new home. Potential for greater public access to be investigated.

(d) **College of Medicine, Dentistry & Nursing**

Dental School Collections: Dental instruments, a significant collection of comparative anatomy (animal teeth and jawbones) and various paintings and sculptures. Partly owned by NHS Tayside. Mostly on display in the Dental School (comparative anatomy being redisplayed at time of writing) with some instruments stored in Hawkhill House.

Departmental curator: Prof Bill Saunders

Action: Ensure redisplay of comparative anatomy collection goes well and update database accordingly. Add images and information to website.

Tayside Medical History Museum: Medical instruments, pharmaceutical items and other objects relating to the history of healthcare in Tayside, including artworks owned by the hospitals. The collection is jointly owned by the University and NHS Tayside. Most of it is stored at Ninewells, where there are also temporary exhibition areas and displays in various parts of the hospital.

Departmental curator: Dr Graham Lowe

Action: Catalogue backlog of objects. Ensure exhibitions change twice a year. Create more permanent displays, and investigate possibility of long-term display in main concourse.

(e) **Other Collections**

Fine Art: The University's main fine art collection of paintings, drawings and prints, mostly Scottish from the 17th century onwards, much of it on display around the campus and at University House and West Park House; the rest stored in Hawkhill House.

Action: Continue conservation programme for the collection. Encourage loan of works to other galleries. Improve and expand website.

Nicoll Collection: A substantial collection of 19th and 20th-century British art gifted by James Nicoll in 1951. Part of it is on display around the campus and at University House and West Park House; the rest is stored in Hawkhill House.

Action: None.

Archives: Artefacts relating to documentary collections held by the University Archives, principally the Torrance Collection (ethnographic items from Palestine) and artworks and objects relating to the Glasite Church. Stored in Hawkhill House.

Action: Get valuations for Glasite artworks. Photograph for website.

Chaplaincy: Various items of silver and sculpture, mostly on permanent display in the Chaplaincy.

Departmental curator: Rev Fiona Douglas

Action: Photograph for reference and website.

Dundee College: A small collection of scientific instruments and teaching equipment used at Dundee College, stored in Hawkhill House.

Action: None.

Maggie's Centre: A collection of artworks on display in the Maggie's Centre at Ninewells, looked after by Museum Services on behalf of the Maggie Keswick Jencks Cancer Caring Centres Trust.

Action: None.

Media Services: Items of audio-visual equipment used in teaching, stored in Hawkhill House.

Action: None.

Presentation Collection: Miscellaneous collection of items gifted to the University by other institutions.

Silver Collection: A collection of ceremonial silver, including the University Mace. Stored in the Cash Office and regularly brought out for display at Graduation and other University functions.

Action: Potential for website.

University Collection: Miscellaneous items relating to general University life, including student and staff gowns and medals, stored in Hawkhill House.

Action: None.

ACQUISITION AND DISPOSAL POLICY FOR THE UNIVERSITY MUSEUM COLLECTIONS

1. Existing collections, including the subjects or themes for collecting

1.1 The University has been collecting works of art, teaching specimens and other museum artefacts since it first opened as University College Dundee in 1883, but only since 1994 have these been cared for by a professional Curator within Museum Services, now part of Archive, Records Management & Museum Services. The University first achieved Registered status for its collections in 1996, and is now reviewing its Acquisition & Disposal Policy in line with the requirements of the MLA's Accreditation Standard.

1.2 The main subjects of the University's museum collections are as follows:

- (a) Artefacts or specimens used in teaching or research at the University of Dundee;
- (b) Artefacts or artworks that have been part of the corporate, academic or social life of the University, or that were used or created by current or former staff or students;
- (c) Artefacts or specimens gifted or bequeathed to the University specifically because of their historic or artistic significance;
- (d) Artefacts or artworks specially commissioned by the University, or purchased in order to enhance the cultural life of staff, students and visitors.

Please note: in all the above, the term 'University of Dundee' is taken to include the University's predecessor institutions (University College Dundee and Queen's College Dundee) and affiliated institutions such as Duncan of Jordanstone College of Art & Design, Dundee College of Education, etc.).

1.3 The distinct collections at present are as follows:

Alan Woods Bequest: A large collection of contemporary British art bequeathed by former Duncan of Jordanstone College lecturer Alan Woods in 2000, including works by Art College staff and students.

Anatomy: Wax models, teaching charts and instruments. Although the University also has an Anatomy Museum containing human anatomical specimens, this is a teaching collection not under the responsibility of Museum Services.

Applied Computing: Teaching equipment.

Archives: Artefacts relating to documentary collections held by the University Archives, principally the Torrance Collection (ethnographic items from Palestine) and artworks and objects relating to the Glasite Church.

Biochemistry: Scientific instruments and teaching equipment.

Chaplaincy: Various items of silver and sculpture.

Chemistry: Scientific instruments and teaching equipment.

Civil Engineering: Scientific instruments and teaching equipment.

Design Chairs: Classic designs from the 19th and 20th centuries.

Dental School Collections: Dental instruments, a significant collection of comparative anatomy (animal teeth and jawbones) and various paintings and sculptures. Partly owned by NHS Tayside.

Duncan of Jordanstone College Collection: A large collection of artworks by students, usually acquired at the annual Degree Shows. Mostly paintings and drawings but also printmaking,

photography, sculpture, artists books, video art, textiles, ceramics and silver. Also artworks by College staff and some presentation items.

Dundee College: A small collection of scientific instruments and teaching equipment used at Dundee College.

Education: Art and artefacts belonging to the former Dundee College of Education, including significant pieces of 20th-century Scottish art.

Electrical & Electronic Engineering: Scientific instruments and teaching equipment.

Fine Art: The University's main fine art collection of paintings, drawings and prints, mostly Scottish from the 17th century onwards.

Geography: Teaching equipment.

Herbarium: A large collection of botanical specimens, mostly comprising the Flora of Angus. Also scientific instruments and teaching charts.

Law: Various artworks and presentation items.

Maggie's Centre: A collection of artworks looked after by Museum Services on behalf of the Maggie Keswick Jencks Cancer Caring Centres Trust.

Mathematics: Teaching models and other equipment.

Mechanical Engineering: Scientific instruments and sectioned aeroplane and car engines.

Media Services: Items of audio-visual equipment used in teaching.

Needlework Development Scheme: Embroidery pieces from around the world collected by the NDS 1934-61.

Nicoll Collection: A substantial collection of 19th and 20th-century British art gifted by James Nicoll in 1951.

Physics: Scientific instruments and teaching equipment.

Physiology: Scientific instruments and teaching equipment.

Presentation Collection: Miscellaneous collection of items gifted to the University by other institutions.

Psychology: Scientific instruments and teaching equipment.

Scottish Arts Council Bequest: A large collection of Scottish 20th-century printmaking gifted from the SAC collection in 1997.

Silver Collection: The University's presentation silver, including the Mace and other ceremonial items.

Tayside Medical History Museum: Medical instruments, pharmaceutical items and other objects relating to the history of healthcare in Tayside, including artworks owned by the hospitals. The collection is jointly owned by the University and NHS Tayside.

University Collection: Miscellaneous items relating to general University life, including student and staff gowns and medals.

Visual Research Centre: Artworks created by artists-in-residence at the VRC.

Zoology Museum: Large collection of zoological specimens, many of which were acquired by Prof D'Arcy Thompson in the 1880s and 1890s. Also teaching charts and models.

2. **Criteria governing future collecting policy, including the subjects or themes for collecting**

- 2.1 The University will continue to add to its collections in order to represent the history of its teaching and research, as well as aspects of its corporate and cultural life (see 1.2 above). Of the collections listed in 1.3, the following are expected to develop in this way in the future:

Anatomy, Applied Computing, Biochemistry, Chemistry, Civil Engineering, Dental School, Duncan of Jordanstone College, Education, Electrical & Electronic Engineering, Geography, Mathematics, Mechanical Engineering, Media Services, Physics, Physiology, Presentation, Psychology, Tayside Medical History Museum, University Collection, Visual Research Centre.

It is also anticipated that new teaching and research areas will develop at the University, which may lead to the creation of new museum collections.

- 2.2 The Duncan of Jordanstone College Collection will continue to be added to each year by purchase from the annual Degree Show. At present this is only possible through funding from the School of Fine Art, but it is hoped to encourage other parts of the Art College to acquire work as well, thus making the collection more representative of the College as a whole.
- 2.3 The main Fine Art collection will also continue to develop through the acquisition of works of Scottish art, with an emphasis on painting, drawing and printmaking, and on artists associated with Dundee. The aim is not just to acquire works that have an aesthetic value for display around the campus but also to increase the research value of the collection by making it as representative as possible (given budgetary restrictions) of the history of fine art in Scotland.
- 2.4 If resources allow, the Design Chair collection will also be developed to ensure its continuing use as a teaching resource for the Schools of Design and Architecture.
- 2.5 There is unlikely to be further active collecting for the Herbarium and Zoology Museum, unless historical specimens can be found that were part of the University's original teaching collections, or that relate to their principal creators, such as Patrick Geddes and D'Arcy Thompson.

3. **Period of time and/or geographical area to which collecting relates**

- 3.1 As the collections aim to represent the history of the University and related institutions, most date from the 1880s up to the present day. Future collecting is likely to be mostly from the recent past, as current teaching equipment becomes obsolete.
- 3.2 Active collecting for the Duncan of Jordanstone College Collection began c.1955 and has continued since then. The University will continue to acquire contemporary work from the College, but would also like to acquire more work by staff and students pre-1950s.
- 3.3 The main Fine Art collection dates back to the 17th century, but mostly dates from the 19th and 20th centuries. Future collecting is likely to focus on the 20th and 21st centuries.
- 3.4 The Design Chair collection features designs from the 1850s onwards. Future collecting is likely to focus on the 20th and 21st centuries.
- 3.5 The Tayside Medical History Museum aims to represent the history of medicine in the region. The oldest items in the collection are 18th-century, and while future collecting is likely to focus on the 20th and 21st centuries, older items would certainly be welcomed.
- 3.6 The geographical area to which most of the collections relate can be defined as the premises of the University of Dundee and its related institutions, though many items were originally acquired from much further afield – the Zoology Museum, Design Chairs and Needlework Development Scheme particularly being intended as international collections.
- 3.7 The main Fine Art collection includes works by English and European artists, but mostly comprises Scottish art, and Scotland will continue to be the focus for future collecting, with an emphasis on Dundee artists.
- 3.8 The Tayside Medical History Museum aims to represent the history of medicine throughout the Tayside region, though the emphasis remains on Dundee.

4. **Limitations on collecting**

- 4.1 The University recognises its responsibility, in acquiring additions to its museum collections, to ensure that care of the collections, documentation arrangements and use of the collections will meet the requirements of the Accreditation Standard. It will take into account limitations on collecting imposed by such factors as inadequate staffing, storage and care of collection arrangements.
- 4.2 To help advise the Curator in this regard, heads of departments/units will be required to nominate an appropriate member of staff to be the honorary curator of any collection(s) in those departments/units and to assist with the documentation, accommodation and care of these collections.
- 4.3 Proposals for acquisitions must have regard to
- (a) the state of the objects to be acquired;
 - (b) the availability of adequate accommodation, staff and facilities for conservation;
 - (c) the relevance of the objects to the subject areas listed above;
 - (d) the desirability of avoiding duplication of similar objects already held in local museums (see 5.1 below);
 - (e) the availability of valid title to the objects (see 8.1 below).
- 4.4 Where the acquisition of any item would result in significant financial implications in respect of storage, conservation or display, the matter will be referred to the University Court for decision.
- 4.5 Items offered to the University as gifts or bequests will not normally be accepted if they are subject to any restrictive covenant or special conditions, such as that they must be displayed in a particular way. In exceptional circumstances, if the University feels that the item(s) in question are of over-riding importance, the University Court may be asked to approve the acquisition of a specific item to which conditions are attached. A general exception to this rule will be deemed to exist in respect of restrictive covenants or conditions intended only to assure the permanent protection of the item concerned in the University's collections, such as restrictions placed upon any legal powers of disposal that the University may have; under such circumstances, it may be reasonably recommended that the University Court accept the gift or bequest in question.

5. **Collecting policies of other museums**

- 5.1 The University will take account of the collecting policies of other museums and other organisations collecting in the same or related areas or subject fields. It will consult with these organisations where conflicts of interest may arise or to define areas of specialisms, in order to avoid unnecessary duplication and waste of resources.
- 5.2 Specific reference is made to the following museums, whose collecting areas may overlap: McManus Galleries and Broughty Castle (Dundee City Council), Verdant Works and Discovery Point (Dundee Heritage Trust) and the University of St Andrews Museum Collections.

6. **Policy review procedure**

- 6.1 The Acquisition and Disposal Policy will be published and reviewed from time to time, at least once every five years. The date when the policy is next due for review is noted above.
- 6.2 The Scottish Museums Council will be notified of any changes to the Acquisition and Disposal Policy, and the implications of any such changes for the future of existing collections.

7. **Acquisitions not covered by the policy**

- 7.1 Acquisitions outside the current stated policy will only be made in very exceptional circumstances, and then only after proper consideration by the University Court, having regard to the interests of other museums.

8. **Acquisition procedures**

- 8.1 The University will exercise due diligence and make every effort not to acquire, whether by purchase, gift, bequest or exchange, any object or specimen unless the University Court or the Curator is satisfied that the University can acquire a valid title to the item in question.

- 8.2 In particular, the University will not acquire any object or specimen unless it is satisfied that the object or specimen has not been acquired in, or exported from, its country of origin (or any intermediate country in which it may have been legally owned) in violation of that country's laws. (For the purposes of this paragraph 'country of origin' includes the United Kingdom).

- 8.3 In accordance with the provisions of the UNESCO 1970 Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property, which the UK ratified with effect from November 1 2002, and the Dealing in Cultural Objects (Offences) Act 2003, the University will reject any items that have been illicitly traded. The University Court will be guided by the national guidance on the responsible acquisition of cultural property issued by DCMS in 2005.

- 8.4 So far as biological and geological material is concerned, the University will not acquire by any direct or indirect means any specimen that has been collected, sold or otherwise transferred in contravention of any national or international wildlife protection or natural history conservation law or treaty of the United Kingdom or any other country, except with the express consent of an appropriate outside authority.

- 8.5 Under the legal principles of Treasure Trove and *bona vacantia*, the discovery of antiquities in Scotland is a matter for report to the Crown. Scottish archaeological material will therefore not be acquired by any means other than allocation to the University by the Crown, normally on the advice of the Scottish Archaeological Finds Allocation Panel (SAFAP), unless the Curator, acting on the University Court's behalf, is satisfied that valid title to the item in question can be acquired, such as by certificate of 'No Claim' from the Scottish Archaeological Finds Allocation Panel Secretariat.

- 8.6 Any exceptions to the above clauses 8.1-8.5 will only be because the University is either:

- (a) acting as an externally approved repository of last resort for material of local (UK) origin;
- (b) acquiring an item of minor importance that lacks secure ownership history but in the best judgement of experts in the field concerned has not been illicitly traded;
- (c) acting with the permission of authorities with the requisite jurisdiction in the country of origin;
- (d) in possession of reliable documentary evidence that the item was exported from its country of origin before 1970.

In these cases the University will be open and transparent in the way it makes decisions and will act only with the express consent of an appropriate outside authority.

9. **Spoliation**

- 9.1 The University will use the statement of principles 'Spoliation of Works of Art during the Nazi, Holocaust and World War II period', issued for non-national museums in 1999 by the Museums and Galleries Commission.

10. **Repatriation and Restitution**

- 10.1 The University Court, acting on the advice of the Curator, may take a decision to return human remains, objects or specimens to a country or people of origin. The museum will take such

decisions on a case by case basis, within its legal position and taking into account all ethical implications.

11. **Disposal procedures**

- 11.1 By definition, the University's Museum Services has a long-term purpose and should possess (or intend to acquire) permanent collections in relation to its stated objectives. The University Court accepts the principle that, except for sound curatorial reasons, there is a strong presumption against the disposal of any items in the museum collections.
- 11.2 The University will establish that it is legally free to dispose of an item. Any decision to dispose of material from the collections will be taken only after due consideration.
- 11.3 When disposal of a museum object is being considered, the University will establish if it was acquired with the aid of an external funding organisation. In such cases, any conditions attached to the original grant will be followed. This may include repayment of the original grant.
- 11.4 Decisions to dispose of items will not be made with the principal aim of generating funds.
- 11.5 Any monies received by the University from the disposal of items will be applied for the benefit of the collections. This normally means the purchase of further acquisitions but in exceptional cases improvements relating to the care of collections may be justifiable. Advice on these cases will be sought from MLA.
- 11.6 A decision to dispose of a specimen or object, whether by gift, exchange, sale or destruction (in the case of an item too badly damaged or deteriorated to be of any use for the purposes of the collections), will be the responsibility of the University Court acting on the advice of professional curatorial staff, and not of the Curator of the collections acting alone.
- 11.7 Once a decision to dispose of material in the collection has been taken, priority will be given to retaining it within the public domain, unless it is to be destroyed. It will therefore be offered in the first instance, by gift, exchange or sale, directly to other Accredited Museums likely to be interested in its acquisition.
- 11.8 If the material is not acquired by any Accredited Museums to which it was offered directly, then the museum community at large will be advised of the intention to dispose of the material, normally through an announcement in the Museums Association's Museums Journal, and in other professional journals where appropriate.
- 11.9 The announcement will indicate the number and nature of specimens or objects involved, and the basis on which the material will be transferred to another institution. Preference will be given to expressions of interest from other Accredited Museums. A period of at least two months will be allowed for an interest in acquiring the material to be expressed. At the end of this period, if no expressions of interest have been received, the University may consider disposing of the material to other interested individuals and organisations.
- 11.10 Full records will be kept of all decisions on disposals and the items involved and proper arrangements made for the preservation and/or transfer, as appropriate, of the documentation relating to the items concerned, including photographic records where practicable in accordance with SPECTRUM Procedure on deaccession and disposal.

APPENDIX 5**AUDIT COMMITTEE
(Minute 66)**

A meeting of the Committee was held on 2 May 2007.

Present: Mr R Burns (Convener), Mr J Barnett, Mrs S Brown, Dr J Lowe and Ms J Thomson.

In Attendance: Secretary, Acting Director of Finance, Ms A Martin (Ernst & Young), Mr A Gray (PricewaterhouseCoopers) and Clerk to Court.

1. MINUTES OF PREVIOUS MEETING

Resolved: to approve the minutes of the meeting on 6 March 2007.

2. MATTERS ARISINGJoint Meeting of Audit Committees (Minute 2(1))

The Clerk to Court reported that there had been no further progress on arranging a joint meeting of the Audit Committees of the Universities of Abertay, Dundee and St Andrews.

3. EXTERNAL AUDITHalf –Year Management Review

The Committee received a report from the external auditors reviewing the half-year management accounts preparation process. The external auditors found the process to be robust and praised the finance team for completing the process within a tight two-week deadline. The external auditors did not look at the preparation of the forecast year-end figures but highlighted some issues which might have an adverse impact on it. These included under-recovery of overheads on research projects, additional depreciation costs, re-grading as a result of the HERA job evaluation, the voluntary severance scheme, nursing clawback and the use of departmental reserves.

The recommendations for improvement included better documentation of procedures, improved presentation of accounts with more detailed narrative, periodised budgets, involvement of non-financial managers, move to commitment accounting and report automation.

The Acting Director of Finance was able to report that significant progress had been made since the preparation of the external auditors' report. In particular, the manual manipulation of spreadsheets would be drastically reduced from Period 9 onwards, which would free up valuable time for the College and management accountants. She also explained the operation of the e-Procurement system, which would interface with the purchase order module of the main finance system (Coda) and thence to the general ledger. This would then be reflected as a commitment value in the accounts.

The Committee acknowledged that the Finance Office team had committed themselves to the half-year hard-close with great diligence and industry and wished its thanks for this to be formally recorded.

Resolved: to ask the Secretary to make management accounts available to the non-Court members of the Committee.

4. INTERNAL AUDIT**(1) Business Process Review in Support of Long-term Financial Sustainability**

The Committee received a report from the internal auditors which provided an assessment of the financial management arrangements as at March 2007. It included recommendations to support the long-term financial sustainability of the institution.

The report followed on from the internal auditors' previous work in establishing a 90-day action plan, presented to the Committee in March. A number of challenges still remained, and the report laid the foundations for developing a further action plan over the subsequent 90-day period. The auditors reported that they had held a constructive workshop with the Finance Office team, at which the recommendations contained in the report had found comprehensive support. The recommendations were grouped into seven subheadings: Leadership, Financial Acumen, Resources Mapping, Financial Budget, Management Information, Culture and Systems.

Key recommendations highlighted were:

- (a) improve management of senior staff time in the Finance Office;
- (b) provide training at Dean and School Secretary level in financial management and processes (although this was currently being addressed through the budget setting process);
- (c) increase the University's project management skills, and maximise the expertise in administrative staff generally;
- (d) move to a rolling three year budget cycle;
- (e) provide longer term cashflow forecasts;
- (f) improve confidence in management information;
- (g) address the issue of departmental reserves.

The Acting Director of Finance responded by explaining that progress was being made on a number of these issues, but that the large number and wide range of recommendations would require careful prioritisation.

In commenting on the management response to the report, the Committee felt that Heads of College should be included as persons responsible for ensuring that changes are implemented fully and cascaded to the Schools appropriately.

- Resolved:**
- (i) to ask the Secretary to review the allocation of responsibilities in the management response to the report;
 - (ii) to ask the Secretary and Acting Director of Finance, in conjunction with the internal auditors, to develop a new 90-day action plan and circulate this to the Committee.

(2) Financial Management of Research Contracts

The internal auditors presented a favourable report on the management of research contracts. The auditors had found that a good support network was in place for identifying sources of research funding and for helping academic staff to complete the application process. Major recommendations emanating from the report were: ensuring the prompt filling and integration of new posts and procedures into the University's new organisational structure; ensuring the Research Finance Office was made aware of expenditure on research grants in a timely fashion, particularly at the end of grant period; ensuring that resources were sufficient to cope with the increasing volume of funding applications and that as a result all pre-award controls were robust. It was noted that the first recommendation had now been largely addressed and that the second would to a large degree be addressed by the introduction of e-Procurement.

The Committee briefly discussed the issue of charity-funded research and learnt that staff in the Colleges of Life Sciences and Medicine, Dentistry & Nursing were now being actively encouraged to make greater numbers of applications to sources utilising the 'full economic costing' methodology.

(3) Fraud Arrangements

The core of the recommendations contained in the report revolved around increasing the awareness of fraud and of the procedures to be employed to militate against it. It was recognised that there was no great history of fraud at the University, but it was nevertheless important to ensure that staff were aware of procedures and policies to tackle it. The Acting Director of Finance reported that the network of university finance directors was particularly effective in disseminating information on new forms of fraud.

The Committee discussed academic and scientific fraud and the measures in place to address it, since such fraud could affect the reputation of the University. Academics, the Committee learnt, were largely regulated by the system of peer review, and students through the normal assessment process, which was increasingly making use of sophisticated anti-plagiarism software.

(4) Internal Audit Plan 2006/7 - Update

The Committee received a revised plan for internal audit work for the current session. This took into account the additional work resulting from the business process review, and explained the work which was being deferred to the 2007/8 cycle.

5. **RISK MANAGEMENT**(1) Risk Management Monitoring Group

The Committee received a report of the Risk Management Monitoring Group meeting on 21 March 2007.

Resolved: to note the report.

(2) Institutional Risk Register

The Committee considered the revised draft of the institutional risk register and made suggestions for addition and amendment for consideration at the next meeting of the Risk Management Monitoring Group.

The Committee discussed the potential risks of the loss of charity status. The introduction of the Charities and Trustee Investment (Scotland) Act 2005 had invested new duties on the Office of the Scottish Charity Regulator (OSCR) and this could affect the retention of organisations' charitable status. The Secretary explained that the University had been assessed by OSCR and was expected to retain its status. He also reported that the Students' Association was reviewing its constitution with a view to making its governance arrangements acceptable to OSCR.

Resolved: to suggest inclusion in the institutional risk register of the risks associated with the sustainability review, the voluntary severance scheme and Dundee Student Villages, and to ask that the risk ratings be reviewed.

6. **DUNDEE STUDENT VILLAGES**

The Committee received a report, which had been considered by the Court at its meeting on 23 April 2007, and which outlined the operation of Dundee Student Villages. The Committee noted the risks associated with the vehicle and underlined Court's counselling of caution on the setting of prices.

APPENDIX 6

CAMPUS SERVICES COMMITTEE (Minute 66)

A meeting of the Committee was held on 15 May 2007.

Present: Dr L A L Rolland (Convener), Professor R Abboud, Mr S Blane (President of the Students' Association) and Professor Simon Unwin.

In Attendance: Dr D Duncan, Mr D Yule, Mr M Galloway, Mr G Davies, Mr C McNally, Mr J Tavendale, Ms C Blake and Ms S Hamilton.

1. MINUTES OF PREVIOUS MEETING

Resolved: to approve the minutes of the meeting on 27 February 2007.

2. MATTERS ARISING

(1) Public Art Policy (Minute 2(1))

The Head of Estates reported that a Public Art Policy Group had been formed with himself, Professor Tracy MacKenna, School of Fine Art and Mr John Gray, Dundee City Council.

The Group had met recently and some of the items discussed would develop into terms of reference.

Resolved: to keep the Committee updated of developments.

(2) Membership (Minute 8)

The University Secretary and Director of Campus Services advised the members of several proposed changes to the Committee as follows:

- (a) Dr Brenda Gillies had stepped down;
- (b) Mr Mike Arnott, the Rector's Assessor would be invited to join the Committee;
- (c) It was proposed for future meetings that all four Colleges would be represented and Professor Whatley had been invited to nominate someone from the College of Arts & Social Sciences;
- (d) Ms Catriona Blake, Acting Director of Finance would be invited to attend future meetings;
- (e) Mr Mike Galloway would be termed Observer to Campus Services Committee;
- (f) Ms Sandi Hamilton would replace Mr Aidan McColgan as Minute Secretary to the Committee.

3. NINEWELLS PROJECT UPDATE

Mr Hickman, the Ninewells Estates Manager gave a presentation to the Committee on five of the Ninewells projects namely CRC, TMRC, the Institute of Motion Analysis Research and the two IMSAT projects - the Resource Unit and Wilson House.

The Director of Planning & Transportation highlighted the Masterplanning exercise underway at Ninewells and stressed the need for the Masterplanning process to catch up with the changes taking place on site.

The Convener thanked Mr Hickman for his presentation.

4. **CAPITAL PROGRAMME & CAPITAL REPORTS ON PROJECTS OVER £2M**

The Convener invited the Committee to comment on any of the project reports.

Members asked when the Teaching Block would be completed and the Project Manager advised the building would be completed in July and ready for occupation in August 2007.

The Convener congratulated Estates management and in particular Mr John Tavendale for their roles in this project.

Committee members requested a guided tour of the building and it was agreed that a tour would take place at 11am on 25 June 2007. Members would meet at the Estates Office.

The President of the Students Association queried whether the fact that the D H Morris Group had gone into receivership would impact on the various projects. The Capital Project & Development Manager advised that other electrical contractors had been appointed and that all efforts were being made to minimise disruption to sites.

Future responsibility for running costs for heat, light and power was discussed. The University Secretary advised that in 2008/9 Colleges would pay costs based on their usage. The Director of Campus Services advised that all new buildings were metered and that ultimately meters would be installed in all buildings.

5. **CAPITAL PROGRAMME – FORWARD PRIORITIES**

The University Secretary presented a paper on the University's financial forecast over the next four years and the anticipated priorities. He highlighted the need for a change in emphasis towards building maintenance in future.

6. **DESIGN REVIEW GROUP**

Following feasibility studies on the New Postgraduate Centre at the Carnegie Building, the Scrymgeour Building and the Smalls Wynd Multi-Purpose Building, Mr John Tavendale gave a presentation and update on these three proposals.

Professor Rami Abboud requested a paper copy of each of the presentations.

The Convener thanked Mr Tavendale for his presentation and for all his help and assistance and wished him well in his new job.

7. **CAPITAL PROJECT AUTHORISATION PROCEDURES**

The Head of Estates presented a paper for information only, identifying the procedure used in formulating the Capital Programme. Mr Davies stated that discussions would continue with various groups, to be reported back at the next meeting.

Resolved: to present an update at the next Campus Services Committee

8. **TRAFFIC MANAGEMENT**

The Capital Projects & Development Manager gave a presentation which described the major findings of the Traffic Analysis report which is currently in preparation, including:

- (a) Creation of a new access at the top of Old Hawkhill;
- (b) Pedestrianisation of Old Hawkhill at the New Teaching Block;
- (c) New access arrangements for Park Place Primary.

Professor Rami Abboud requested a copy of a map of the Campus.

Resolved: to present the finished report to the next Committee meeting

9. ENERGY PLANT DEVELOPMENT & ENERGY MANAGEMENT

(1) Energy Plant Development

The Head of Estates provided the Committee with a verbal report outlining some of the options available following a risk assessment of the Boilerplant. Mr Davies stated that the Boilerhouse in particular was at risk due to some of the electrical supplies being over 40 years old and unprotected without a duplicate feed. Consequently there was a high risk of failure during the winter months. Depending on funding, the plant will be developed to provide greater security and sustainability in future by replacing old plant and introducing renewable fuel sources.

(2) Energy Management

The Director of Campus Services reminded the Committee of the major points from the paper presented to the November CSC which were:

- (a) Establish an Energy Action Group;
- (b) Improve awareness;
- (c) Introduce energy saving measures;
- (d) Amend internal taxation to make end users accountable for this energy use.

With the establishment of the EA Group progress had been made on all fronts but additional efforts would be made to raise awareness, involving the Principal's Office.

Energy saving measures were introduced automatically into all new projects but non project actions were limited by budgets. The tax model would be amended from 2008/9 (Item 4 refers)

Resolved: to produce an Energy Update paper for the next meeting of the Campus Services Committee.

10. ANY OTHER BUSINESS

(1) Future Agenda Items

- (a) Estates Strategy
- (b) Outsourcing Services Update
- (c) Botanic Gardens
- (d) Energy Management

(2) Audit Scotland

The University Secretary reported that Audit Scotland have produced a report on Estates Management in Scottish Universities which is broadly critical of the use of space and long term maintenance in Universities. The report was expected to be made public during the summer.

APPENDIX 7

HUMAN RESOURCES COMMITTEE (Minute 66)

A meeting of the Committee was held on 22 May 2007.

Present: Dr J Lowe (Convener), Dr R J Abboud, Mrs C Bain, Professor J Calderhead, Professor C P Downes and Dr A Roger.

In Attendance: Dr D J Duncan, Mrs P A Milne and Mrs JM Strachan.

Dr Lowe, as new convener of the Human Resources Committee welcomed members of the Committee. She confirmed that the Committee was currently two members short and that this would be addressed in the near future. The two new members would then join the Committee at the next meeting in October.

1. MINUTES OF PREVIOUS MEETING

Resolved: to approve the minutes of the meeting on 30 January 2007.

2. MATTERS ARISING

Gardyne Road Campus (Minute 2(2))

It was confirmed that the University's position in relation to the closure of the Gardyne Road Campus and the transfer of the School to main campus had always been very clear. Staff who were responsible for the servicing of the building, and who could not be redeployed, would be placed in a redundancy situation and would receive a statutory redundancy payment. The Director of Human Resources confirmed that there had been some success in redeploying a small number of staff but most staff in this situation received their redundancy notice in February. Requests for enhanced redundancy payments had been raised earlier in the year at the Local Joint Committees and the Human Resources Committee and it was confirmed at this time that this was not an option and that statutory redundancy would prevail.

It was reported that since the Voluntary Severance scheme was announced, Unison had been actively encouraging members at Gardyne Road, who had received notices of redundancy, to apply and the University had received around 40 formal applications from such staff. However the University's position is that the situation at Gardyne Road campus is very distinct from the Financial Sustainability Review and staff at Gardyne Road have been considered appropriately under the existing University policy and procedures regarding redundancy. It was noted that Dundee College may now wish to employ some University staff to service the building and the Committee encouraged active dialogue to take place with the College over these possibilities as well as exploring other redeployment opportunities with other employers.

Resolved: to continue to consider staff for redeployment opportunities both within and outwith the University.

3. FINANCIAL SUSTAINABILITY REVIEW

The Director of Human Resources reported that at 21 May 2007, there were 75 informal enquiries and 28 formal applications under the VS scheme. It was confirmed that not all the informal enquiries would translate into formal applications but the University was encouraged with the initial response. The Director of Human Resources confirmed that for staff making a formal application it would take approximately 6 weeks before they would be notified of the decision as the costings had to be verified by the Salaries Department and the Pensions Office, the application would then go to the Head of the College or University Secretary for consideration and then would have to be submitted to SMT for final approval. It was highlighted that a number of enquiries would not convert into formal applications as Departments may not be able to lose the post or the cost of funding the VS payment might be prohibitive. It was confirmed there would be further communication to staff via HERMES in June regarding the scheme.

In terms of the Sustainability Review the University Secretary confirmed that the freeze on vacancies continued and this would contribute the overall savings target.

Resolved: to note the position.

4. HUMAN RESOURCES

(1) Framework Agreement

It was reported that a considerable amount of work was being carried out in relation to job evaluation and a number of different work streams were currently in progress. It was noted that the pilot in the School of Medicine was nearly completed and at this point approximately 150 posts will have been evaluated. It was noted that additional posts in Duncan of Jordanstone and the trades were to be evaluated once the pilot in Medicine had been completed. The Framework Agreement Working Group had asked for generic role profiles to be developed for other core groups (Clerical, Technical, Manual and ALC) and these profiles were currently in preparation and under discussion by the HERA sub group. Once generic profiles had been agreed staff would be asked to complete role outline forms and an initial matching to these profiles would take place. For staff who did not match to one of these profiles, a full HERA job evaluation would be carried out. The HERA sub group had also been developing an appeals process and this procedure would be submitted to the next meeting of the Framework Agreement Working Group. The job evaluation process had taken considerably longer than originally envisaged and it was recognised that this had in part been due to the time taken to reach agreement with the unions on the implementation of the process.

Resolved: to note the position.

(2) Annual Review

The Director of Human Resources confirmed that it was not possible to have an Annual Review round until job evaluation had taken place and staff were confirmed in their grades. A proposed timetable for Annual Review had been forwarded to the unions and it had been confirmed that any promotion decisions would be backdated to 1 October 2007 so there would be no detriment to individuals. The Committee noted that commencing Annual Review at the beginning of October was dependant on agreeing with the unions the generic role profiles, the matching process and the Appeals procedure.

Resolved: to note the position.

(3) Retirement Age - USS

The Director of Human Resources highlighted two fundamental changes being planned by USS in respect of the Pension Scheme. The first of these involved standardising normal retirement age at 65 for new entrants and the second concerned the introduction of flexible retirement by which part of the pension could be taken while the member continued to work on a part-time basis. A standard clause would need to be introduced into contracts of employment to ensure pension commitments with regard to pension age are set out clearly. Reference to anticipated clauses would also need to be made in contracts in the interim period.

Resolved: to seek advice on appropriate wording for contracts of employment for new staff and also to make the necessary amendments to contracts in the interim period.

(4) St Andrew's Day Bank Holiday (Scotland Act) 2007

The Director of Human Resources confirmed that there was no obligation for employers to recognise the St Andrew's Day Bank Holiday as an additional day annual leave and that this would not be a day of closure at the University. It was confirmed that staff could apply for leave if they wished to take St Andrew's Day off

and due consideration would be given to any requests in accordance with standard procedures.

Resolved: to note the position

(5) Commitment and Advanced Procurement Service (CAPS) Project

It was reported that the Commitment and Advanced Procurement Service (CAPS) Project was a national scheme that the University will be using to introduce e-Procurement, Commitment Accounting, Advanced Procurement and the streamlining of invoice processing. The Scottish Executive was providing funding and resources to assist in the implementation of the CAPS project. The three unions had been consulted on the introduction of CAPS as there may be some changes to respective roles and training requirements identified for staff involved in procurement activities.

Resolved: to note the position regarding the implementation of CAPS.

5. **EQUALITY AND DIVERSITY**

A report from the Equality & Diversity Officer was received.

It was noted that a Gender Equality Duty came into force on 6 April 2007 and that the University was taking proactive steps to meet the requirements to eliminate discrimination and to promote equality. The University was obliged to consult with groups of staff and develop an action plan and in connection with this an online questionnaire had been launched to obtain feedback on gender equality issues and focus groups had been established. The response rate to date had been high for both of these initiatives. The Committee agreed that it would be useful to consider statistics relating to gender so there could be some assessment of the current situation.

The Director of Human Resources also asked the Committee to note that in respect of the Disability Equality Scheme (introduced in December) there was a requirement to report back on the action plan and how this was progressing and that work was currently on-going in relation to this.

It was reported that a Black and Minority Ethnic Staff Network had now been established and would be reporting to the Equality and Diversity Working Group on a regular basis.

Resolved: (i) to note the work being undertaken by the various Equality and Diversity networks and groups;

(ii) to request that statistics relating to gender are provided to the next meeting of the Human Resources Committee.

6. **PERSONAL AND PROFESSIONAL DEVELOPMENT**

Reports from the Director of Management and Professional Development, the Director of Academic Professional Development and the Generic Skills Training Co-ordinator were received.

The report from the Director of Management and Professional Development highlighted that subscription to the Leadership Foundation was to increase to £7K in the summer and that this would have financial implications for the Management and Professional Development budget. The Committee agreed that the University should continue membership for this year but that the Director of Management and Professional Development would need to take a view on whether this was the best use of resources in the future.

The report from the Director of Academic Professional Development highlighted the work being done in a number of key areas. The Committee was pleased to note the number of nominations that had been received for the Innovative Teaching Award and that two further awards were being developed for Excellence in Teaching and Lifetime Achievement in Teaching as part of the Learning and Teaching Strategy. The Committee was very supportive of these awards and the positive steps that the University was taking to value teaching excellence. The Committee suggested that one or two of the more prestigious awards should

be included as part of the Discovery Days as well as having a special day for the teaching awards.

It was noted that the Director of Academic Professional Development had been tasked with establishing a Working Group to review the Personal Review Scheme for Academic and Related Staff. However the Director of Human Resources had confirmed that following the first meeting of the working group, the Principal and Deans Group had recommended that the review scheme should be re-designed to focus on performance management and not just training and development requirements. Although there was concern raised about the introduction of performance management by one member, the majority of the Committee agreed that performance management was critical to the future of the University and that it was important to have an agreed system in place to deal with performance issues. The current review scheme was not well used in the University and this had been raised as an issue by the auditors and discussed at the Audit Committee.

It was confirmed that the Generic Skills Co-ordinator had provided in her report, a very comprehensive account of the Generic Skills Programme over the last year and she was commended on the work she had done. The programme had been developed on the basis of extensive consultation and this had been a very successful approach in terms of service provision.

- Resolved:**
- (i) to note the significant increase in subscription fees to the Leadership Foundation for the year 2007/8 and to recognise that continued membership of the Foundation would need to be considered in line with priorities identified by Management and Professional Development;
 - (ii) to note with pleasure the significant number of nominations for Innovative Teaching Awards for 2007 and also to recognise that two new awards for teaching are being developed to support the Teaching and Learning Strategy;
 - (iii) to support the development of a performance management review system and to encourage further discussion and consultation to take place over its development.

7. HEALTH AND SAFETY

Report from the Director of Safety Services and minutes from the Health and Safety sub-Committee were received.

8. LOCAL JOINT COMMITTEES

(1) University/Amicus-MSF Joint Committee

The draft minutes of the meeting, held on 25 April 2007, were received

(2) University/UNISON Joint Committee

The draft minutes of the meeting, held on 8 May 2007, were received.

(3) University/DUCU Committee

It was noted that the meeting of the University/DUCU Committee had been rescheduled to a later date (16 May 2007). The approved minutes of the meeting would therefore be circulated to the Committee once agreed by the respective parties.

The Director of Human Resources noted with disappointment that despite single table negotiations over the Framework Agreement the three campus unions had insisted on retaining their own separate Local Joint Committees.