

**UNIVERSITY OF DUNDEE****UNIVERSITY COURT**

A meeting of the University Court was held on Monday 27 April 2009.

Present: Mr JR Milligan (in the Chair), Acting Principal Professor CP Downes, Rector Mr CJ Murray, Professor RJ Abboud, Mr WI Ball, Mr R Burns, Mr D Cathcart, Dr JR Elliott, Deputy Principal Professor GLP Follett, Dr A Goligher, Mr BWM Johnston, Dr J Lowe, Mr D McLeod (President of the Students' Association), Professor GJ Mires, Dr AM Roger, Mr EF Sanderson, Mr IDM Wright.

In Attendance: Vice-Principal Professor J Calderhead, University Secretary, Director of Finance, Director of Information Services & Deputy Secretary, Director of Human Resources, Director of Campus Services, Director of Strategic Planning, Mr R Isles, Mr G Hill and Clerk to Court.

**52. MINUTES**

**The Court decided:** to approve the minutes of the meeting on 23 February 2009.

**53. MATTERS ARISING****(1) Senior Appointments (Minute 35)**

The Director of Human Resources updated Court on the work of the Appointing Committee for a new Principal. The Committee had met to discuss potential candidates at the end of March and as a result had asked the executive search agency, Odgers & Berndtson, to carry out follow-up, investigatory interviews with some of the applicants. The next meeting of the Committee would take place on 30 April, at which the search agency would present the results of their interviews. Following instructions from the Committee to continue the search, the agency would also be presenting new candidates for consideration. First interviews with the Committee were planned for the middle of May, with final interviews currently planned for 19 June 2009. Asked about the likely remuneration for the successful candidate, the Chairman responded that this was not an issue that was being addressed by the Committee at the moment, since its primary focus at this stage was on attracting and identifying exceptional candidates for the post.

**(2) University & College Union (UCU) Ballot on Industrial Action**

The Director of Human Resources informed the Court that the University had received notification from UCU of its intention to

ballot members on industrial action in relation to two issues: a commitment from employers that there would be no compulsory redundancies and the fact that the employers, represented by the Universities & Colleges Employers Association (UCEA), had not made a pay offer at the first meeting of the New Joint Negotiating Committee for Higher Education Staff (JNCHES). A second meeting of New JNCHES, at which an offer was scheduled to be presented, was taking place on 27 April 2009. The intended ballot talked of both industrial action and action short of a strike (ASOS). The Court agreed that if industrial action or ASOS were taken on the part of UCU then the University would need to ensure it communicated clearly to staff, so that they fully understood the consequences of participating in the action. The Director of Human Resources noted that the University had communicated with staff on this issue in December 2008.

(3) Pandemic Flu

The Court was informed that a planning group, which had been convened at the time of the threat of avian flu, was being reconvened to deal with the potential threat posed by the outbreak of swine flu in Mexico. The Director of Human Resources reported that she was monitoring Government information and staff would be provided with appropriate advice on, for instance, overseas travel, and on other issues as it became necessary. The group was advised to maintain close links with the NHS.

54. **CHAIRMAN'S BUSINESS**

The Chairman reported that he had paid a visit to the Kirkcaldy campus of the School of Nursing & Midwifery. There he had met with students and staff, and had learnt of the issues of concern specific to that campus, whose students were generally of a different profile to those attending the city campus in Dundee. These issues included: childcare arrangements, isolation from the Dundee campus, post-study employment worries, and the apparent requirement to sit School examinations in Dundee. The Court acknowledged the issues raised, and officers undertook in particular to investigate the possibility of holding examinations locally in Kirkcaldy.

**The Court decided:** to ask the Clerk to Court to give consideration to holding a Court meeting at the Kirkcaldy campus, ensuring that at such a meeting an opportunity was taken to explore issues with staff and students based there.

55. **PRINCIPAL'S REPORT**

The Acting Principal conveyed to Court the sad news of the sudden death of one of the University's leading scientists, Dr Thomas Friedberg. The Acting Principal had written to Dr Friedberg's widow and had also been in contact

with Dr Friedberg's former colleagues at the Biomedical Research Institute at Ninewells.

The Court received a report from the Acting Principal (**Appendix 1**). The Acting Principal prefaced his report by reflecting on the privilege he felt in taking up the position of Acting Principal. His aim during the transition period before the appointment of a new Principal was to maintain the momentum built up by Sir Alan Langlands. In doing so, he greatly appreciated the input and industry of individual Court members.

The Acting Principal highlighted a number of items from his report: the award to the University of Carnegie-Cameron and Saltire scholarships for the recruitment of taught postgraduate students; the signing of memoranda of understanding with institutions in Syria, Taiwan and Ukraine; research successes in civil engineering, law and computing; and the news of breakthroughs in the treatment of Bell's palsy and allergic diseases.

The Acting Principal paid tribute to the life and work of Sir Clement Freud who had been elected twice in the 1970s by the students of the University to serve as Rector. The current Rector added his own personal tribute to Sir Clement, who had served during the early period of the current Rector's undergraduate career at the University.

The Acting Principal reflected on the importance to the University of the initiative to secure a V&A presence in Dundee. A conference, 'Making it Happen', had taken place in February, the feedback on which had been overwhelmingly positive. The Acting Principal reported that he had recently met with the Director of the V&A in London. It was now important that the whole University should be galvanised behind the project, which would see enormous benefits for the city and region.

The Acting Principal thanked the hard work and dedication of the Director of External Relations and her team in ensuring the success of the Saturday Evening Lecture Series, whose current season drew to a close on 25 April to a packed house.

The Acting Principal turned to the issue of the University's financial position. Currently, the University was tracking towards its budget target for 2008/9. At the end of March the University had received its funding allocation from the Scottish Funding Council (SFC). Noting that this was an item for further discussion later in the agenda, he remarked on the modest increase in teaching income versus the disappointing reduction in research income. Despite this reduction, it was clear that the University remained one of the five research intensive universities in Scotland. The overall outcome presented significant future financial pressure on the University.

**The Court decided:** to ask officers to consult with the Students' Association and with Senate on an appropriate way of recognising Sir Clement Freud's contribution to the life of the University.

## 56. FINANCE

(1) Finance & Policy Committee

The Court received a report from the meeting of the Committee on 30 March 2009 (**Appendix 2**). The Director of Finance explained the rationale for proposing the appointment of new trustees to the Board of the University of Dundee Superannuation Scheme. In light of the recent departures of Sir Alan Langlands, Dr David Duncan and Professor Boxer, the opportunity had been taken to think carefully about the employer-nominated members of the Board to ensure compliance with pension regulations and best practice. As a result, it had been judged inappropriate for the Principal and Director of Finance to remain as trustees *ex officio*.

The Director of Finance reported on the Committee's decision to begin the tender process for the provision of endowment investment management services. As part of this process, the Committee had agreed that a firm's socially responsible investment policies would form one of the selection criteria.

**The Court decided:** to approve the nomination of Professor James Calderhead, Dr Jim McGeorge, Mr Graham McKee and Ms Catriona Blake as Trustees of the University of Dundee Superannuation Scheme and to authorise the preparation and execution of the requisite documentation by appropriate officers.

(2) Scottish Funding Council (SFC) Main Grant Letter

The Director of Finance presented a summary of the financial settlement for the University for 2009/10 from the SFC. This year, following the reorganisation of the funding into two streams, the universities had received two separate funding letters, one for each stream. The Horizon Fund comprised 11% of the overall funding for universities and for 2009/10 this was being distributed according to pre-existing funding levels. In future this stream would be more closely aligned to the delivery of national strategic objectives as defined by the Scottish Government. The General Fund contained the bulk of teaching and research funding. In terms of teaching, the University's share had risen by 1.8%, but for the main research grant there had been a reduction of 2.5%, representing a drop of £0.5m over the previous year's research allocation. The reduction in research funding needed to be set in context: in contrast to the funding allocation based on the previous RAE results, this allocation had rewarded all graded research, with the consequence that a much greater volume of research had become fundable (a 27% average increase against a Dundee increase of 20%), but the actual funding available had only increased by 3%. This had inevitably led to a squeeze in available money as newer universities were now entitled to

a share of research money to reflect the pockets of research excellence which were previously unfunded. The funding outcome for the University was disappointing, but this was not exclusively a result of a poor RAE performance, indeed some weaker areas now received income where previously they had not, and some areas were faced with a reduction in funding despite extremely strong RAE performances in quality terms.

In discussion, Court members questioned whether the University placed too much reliance on a small number of top researchers. This was an issue that it was agreed needed to be tackled, but developing a strategy to grow research in other areas of the University's activity would require careful consideration and clear vision. In the Acting Principal's view, the focus for the University should be on excellence, wherever this was manifested. He added that it was important to appreciate that all institutions had made their submission to the RAE without any information on how the outcomes would be used by the SFC for research funding purposes. This made planning the RAE submission to attempt to maximise potential income extremely difficult and to some extent educated guesswork.

#### 57. KUWAIT

The Director of Strategic Planning presented a paper which set out the case for exploring further a transnational education opportunity in Kuwait. The Finance & Policy Committee had discussed a similar paper at its meeting on 30 March 2009, on which it made helpful comments and following which it advised further discussion at a meeting of Court. The paper set out the broad context and background for such an initiative, and presented the project outline. The paper continued by discussing a number of factors and potential risks which would need to be carefully considered before any such project could be begun in earnest. The current stage of negotiations with the proposed Kuwaiti partner included detailed market research as well as clarification and agreement on a number of fundamental principles set by the University. The nature of the initiative was that the University would not be required to make any financial investment; this would be provided by the Kuwaiti partners. The partners were interested in engaging with the academic expertise of the University. At this stage, the Court was being asked for its views on the acceptability of an initiative of this type as well as on any additional risks or considerations which would need to be taken into account if the University were to proceed with the venture.

The Court was concerned about a number of aspects of the proposed initiative, in particular: governance issues, including the responsibility for key decision-making by each partner; equality of opportunity in an Islamic cultural context; concerns that the proposed Kuwaiti partner had not been previously active in the education sector; concerns that engaging in this initiative would be a distraction from important issues in Dundee; and the difficulties and challenges of setting up a viable and successful collaboration with a foreign partner. On the other hand, members noted the absence of explicit financial risk to the University, and there was some

acknowledgement that there was likely to be a market for the type of activity proposed under the initiative.

It was agreed that the working group developing the project should carry out further work before Court was in a position to make a final decision on whether to progress.

**The Court decided:** to request officers to convey the Court's concerns to the potential partner and to carry out further investigations on the proposed initiative, before bringing a paper back to Court in due course. In particular such a paper should include an options appraisal of similar opportunities, and should consider in more depth the criteria by which the viability of projects of this nature could be assessed.

#### 58. CAPITAL PROJECT: DUNCAN OF JORDANSTONE

Professor Follett and the Director of Campus Services gave a presentation outlining the requirement for refurbished accommodation for Duncan of Jordanstone College of Art & Design (DJCAD). Changes in the academic activity of DJCAD since the Matthew and Crawford buildings had been built, along with deterioration in the condition of the buildings themselves over time, meant that they were no longer appropriate for a modern college of art and design. Cohort sizes had increased creating pressures in both teaching and studio space; the rapid growth of masters and research students had created new demands on space; and the increasing research profile of DJCAD also needed to be adequately accommodated. The environment provided by existing accommodation was no longer compatible, in Professor Follett's view, with the breadth of activity and the international profile of the College. The Director of Campus Services noted that a number of possible options had been considered over the past year, including: new build, partial new build, and refurbishment of both buildings. An allocation of £15m was currently contained in the capital plan for the refurbishment of DJCAD.

In discussion, the Court affirmed the importance of DJCAD as a vital, and academically distinctive, part of the University, but also recognised that any capital investment needed to be properly aligned to a robust business plan. Court was concerned that the current Estate Strategy allocation of £15m to the project should not be the only consideration when selecting the final option and, in particular, that the possible use of the Vision building should be considered further in the context of changed market conditions for commercial property in Dundee. The Director of Finance pointed out that Professor Follett's presentation to Court at this stage in the process was simply to provide an opportunity for Court to give initial feedback, and that a formal capital authorisation proposal would in due course be fully discussed at the Finance & Policy Committee, before ultimate approval for any capital works was sought from Court.

**59. PERFORMANCE MONITORING: STRATEGIC FRAMEWORK AIMS 1-3**

The Court received a paper from the Director of Strategic Planning which set out the performance of the University in meeting certain objectives set out in the Strategic Framework to 2012. The paper focussed on five key performance indicators (KPIs): 1) entrance requirements as stipulated in the prospectus; 2) employability, i.e. the proportion of graduates in full-time graduate-level employment; 3) progression rates (year 1 – year 2); 4) teaching quality satisfaction; and 5) number of full-time taught postgraduate students. Performance against 1) was poor, although there was recognition that this was not necessarily the best indicator of the quality of entrant students, and indeed it was noted that the quality of entrants as expressed by their qualifications on entry had increased ahead of the measure used by this KPI. A lot of effort was being expended on improving the employability of the University's graduates and in particular on increasing a student's awareness of his/her skills, but, whilst the figures masked some fluctuation across the disciplines, further work needed to be done. On progression rates and teaching quality, the University was doing well. Taught postgraduate numbers, whilst below target for 2008/9, had seen a significant rise from the disappointing dip of 2007/8, and applications for 2009/10 pointed to continued improvement in this indicator, although the number of actual enrolments was difficult to predict at this stage in the cycle.

**60. EFFECTIVE GOVERNANCE REVIEW**

The University Secretary presented draft proposals for carrying out a review of the effectiveness of Court and its Committees. Court members had been asked in advance to indicate their willingness to participate in a working group to take these proposals forward. The working group would consider preparatory work by the Secretary and Clerk to Court on best practice in the sector and would also agree the means to canvass the opinions of Court members and other interested parties. It was hoped that the working group would be in a position to present emerging themes for discussion at the Court Retreat in September with a view to considering recommendations for implementation at its meeting either in October or December 2009. The Secretary indicated that Senate would be asked to undertake a parallel review of its own effectiveness.

**The Court decided:** to approve the establishment of a working group with the following membership to take the review forward:

Mr JR Milligan (Convener)  
Mr WI Ball  
Dr J Lowe  
Professor GJ Mires  
Mr IDM Wright  
President of the Students' Association.

**61. BOTANIC GARDEN**

The Court received a paper from the University Secretary which set out proposals for the establishment of a Botanic Garden Advisory Group to give strategic guidance to the curator and the University's senior management in relation to the Botanic Garden's operations, projects and future developments, and to provide a link to other stakeholders.

- The Court decided:**
- (i) to reaffirm the University's commitment to the Botanic Garden for the foreseeable future; and
  - (ii) to approve the arrangements for the establishment of the Botanic Garden Advisory Group (for membership see **Appendix 3**).

**62. DELEGATION OF POWERS: EXECUTION OF DOCUMENTS**

- The Court decided:**
- (i) to authorise officers to execute documents on behalf of the University in accordance with the amended Schedule of Delegation and Decision-making of 27 October 2008; and
  - (ii) furthermore to authorise the University Secretary acting alone and in terms of the Requirements of Writing (Scotland) Act 1995 to execute documents on behalf of the University with a value up to £50,000.

**63. GRADUATES' COUNCIL FUND: TERMS OF REFERENCE**

- The Court decided:** to approve proposed amendments to the terms of reference of the Graduates' Council Fund (**Appendix 4**).

**64. COURT RETREAT**

- The Court decided:** to note that the date of the Court Retreat had been changed to Friday 4 September 2009; further details of the Retreat would be circulated in due course.

65. **EQUALITY & DIVERSITY TRAINING**

The Court received a note from the Clerk to Court which explained how Court members would receive instructions to access the online equality and diversity training which had recently been rolled out to all members of the University's staff. The Court learnt that all staff were expected to have completed the training within the next six months.

66. **COMMUNICATIONS FROM THE SENATUS ACADEMICUS**

The Court received a report from the meeting of the Senatus on 1 April 2009 (**Appendix 5**). In particular, the Court noted a discussion at that meeting relating to the appointment of Deans, a number of whom, since the restructuring of the University into Colleges, had been appointed in a manner which was not in accordance with Ordinance 57 nor with procedures agreed at the time of restructuring. The Court noted also that all such appointments had nevertheless been made in good faith, and Senate had agreed that the appointments should stand. Officers made clear that since this issue had been raised and properly discussed at Senate, the previously agreed processes had been adopted in relation to two ongoing decanal appointments. This would remain the case until and unless proposals for amendment were brought to Senate and thence to Court.

- The Court decided:**
- (i) to note in particular the outcomes of the recent elections for the DUSA Executive, and to extend congratulations to the successful candidates;
  - (ii) to approve the recommendations concerning conferment of the title of Professor Emeritus;
  - (iii) to approve the draft academic calendar for 2009/10; and
  - (iv) otherwise, to note the report.

67. **COMMITTEE REPORTS**

The Court received reports from the following:

Campus Services Committee	3 March 2009	( <b>Appendix 6</b> )
Audit Committee	10 March 2009	( <b>Appendix 7</b> )

**The Court decided:** to approve the reports.

**68. MR BRUCE JOHNSTON**

The Chairman of Court took the occasion of Mr Johnston's last meeting of Court as an opportunity to pay tribute to his dedication and commitment to the University. Mr Johnston had served on the University Court for eight years, had been convener of the Finance & Policy Committee and the Endowments Sub-Committee, and had served as a Trustee of the University of Dundee Superannuation Scheme, and in the Chairman's view, in all these roles, no one had served the University better. He praised Mr Johnston's independence, financial expertise, focus and analytical mind. Mr Johnston was an unfailing supporter and friend of the University and his contributions would be sorely missed. For his part, Mr Johnston reflected on how enjoyable and stimulating his time on Court had been. The University was a great success story, and it had been a privilege to serve as a member of its Court. He concluded by wishing the University and Court all the best in the future

## APPENDIX 1

### PRINCIPAL'S REPORT (Minute 55)

In this my first report to Court as Acting Principal I want to start by saying that I feel privileged to be given the opportunity to lead the University, as we seek to build on the achievements made under Alan Langlands, in preparation for a new era. We are fortunate in having an established strategic framework within which to work and prioritise our efforts and my first task has been to ensure the momentum of progress and development does not wane.

#### Finance and Policy

The management accounts show an operating surplus before voluntary severance costs of £5.2m to the end of Period 8, which represents a favourable variance of £5.0m compared with the phased budget. The year end forecast operating position before voluntary severance costs, but after anticipated voluntary severance savings, is break even. With voluntary severance costs of £0.8m and gain on disposals of £1.0m, the forecast bottom line surplus is £0.2m. Capital expenditure of £17.0m is forecast for the year, part-funded by disposal receipts of £1.0m and external funding of £15.4m, including CIF and DIUS. Total borrowings are forecast to be £19.0m at the year end, compared with £10.5m at 31 July 2008 and at the period end.

Since the last meeting of Court, the University has received the Main Grant Letter from the Funding Council. Overall, the settlement contained in it is broadly in line with what had been expected, given the tight public spending environment. In the letter, the Funding Council makes clear that it believes the environment will become increasingly challenging over the coming years..

The total SFC grant allocation to the University has risen by 0.9% to £84.8m. In terms of *teaching* we have seen a rise of 1.8% to £62.2m, but for *research* we have seen a decline in funding as a result of the outcomes of the RAE, with our Research Excellence Grant (REG) dropping by £0.5m to £19.2m. Although disappointing, it still leaves the University with the fourth highest level of REG in Scotland (behind Edinburgh and Glasgow universities and very close to the University of Aberdeen). Stirling and Strathclyde, on the other hand, have seen big losses of around £3m each, necessitating the award of transitional relief by the Funding Council.

Immediately following the receipt of the Main Grant Letter, meetings were held with the College Heads and financial managers to review budget proposals for 2009/10. The current budget build process is on track, but the financial conditions are presenting Colleges and Student & Academic Support Service Directorates with challenging decisions on costs and priorities.

#### Learning and Teaching

The Carnegie Trust and the Scottish Government have both contributed funds to support postgraduate Masters programmes. The University has been awarded 8 Carnegie Cameron Scholarships to cover the tuition fees for Scottish students on taught postgraduate programmes and a further 12 Saltire Scholarships which offer a £2000 discount on Masters programme fees to students from the USA, Canada, China and India. The Scottish Government contributes £1000 to each Saltire Scholarship and also publicises the scheme.

The University has signed memoranda of understanding with partner institutions in Taiwan, Ukraine and Syria:

- National Yang Ming University, Taiwan – Articulation agreement for the delivery of MSc in Biomedical Engineering (March 2009 for 5 years).
- Mariupol State University of Humanities, Ukraine (general MoU) – Law – (February 2009 for 3 years).
- Damascus University, Syria (general MoU) – Architecture, Civil, Mechanical and Renewable Engineering, Computing – (March 2009 for 3 years).

## Research and Enterprise

### *National Subsea Research Institute (NSRI)*

The University of Dundee, through colleagues in civil engineering, is a key partner alongside Aberdeen and Robert Gordon Universities in this new research institute which will open the door to the fast-track development of a new wave of subsea technology and expertise in which Scotland already leads the world. The Institute, which will be based in Aberdeen, was launched by Jim Murphy, Secretary of State for Scotland at Europe's largest subsea event – Subsea 09. It has been established by Subsea UK (the industry body) and the University partners via the Northern Research Partnership in Engineering. The aim is to ensure the UK captures a significant share of the global market worth £25 billion at present and estimated to grow to over £40 billion by 2011. Financial support for NSRI is being injected by Scottish Enterprise and several companies, including BP, Chevron, Conoco-Phillips, Subsea7 and Technip have already pledged their support.

### *The Centre for Freedom of Information in Scotland*

The Centre for FOI is a joint venture between the Law School and the Scottish Information Commissioner and was launched at a seminar in Dundee at the end of January with a keynote speech from Lord Wallace. The Centre will provide:

- Conceptual space to reflect on and discuss current FOI issues and practice.
- A central point for the development of research into FOI issues, in particular modelling decision making and examining bureaucratic culture.
- Access to expertise from specialists in constitutional and civil law, FOI practitioners and the Commissioner's office.
- Opportunities to transfer knowledge and gain further learning.

### *Assistive technology – School of Computing*

University of Dundee projects featured in three of only eight presentations at the opening of the AT Care Design and Development Centre in London earlier this month. Rolf Black and Annalu Waller presented two of the projects and a third involved a joint project between Arlene Astell at the University of St. Andrews and Dundee:

- PhonicStick aims to develop a prototype joystick to improve the ability of children with complex communication needs (CCN) to generate speech through a computer.
- 'How was school today?' has developed software to enable CCN children reliant on speech generating devices to tell others about their school day.
- CIRCA, a research project carried out jointly between St. Andrews and Dundee, has found a way to promote communication for elderly people with dementia.

### *Grants roundup*

Our recently impressive performance securing high levels of external support from competitive funding agencies has been maintained. Since the start of February in excess of £17 million of awards have been made that will contribute more than £3 million to the core budget through fEC arrangements. In addition to the latter, the scale of external funding contributes strongly to the Funding Council's Research Excellence Grant through the 'other activity' (formerly minor volume) component and tends to reduce the University's borrowing requirement due to the cash it generates. Each grant secured represents a huge amount of coordinated effort involving the lead applicants, RIS and many others who should be congratulated on their collective success. Notable awards include the following:

- **£1,354,030 BBSRC Award to Professor Paul Birch for 'What are the roles of oomycete RXLR effectors in the establishment of plant disease?' and more than £1 million in BBSRC grants to Professor John Brown for research into 'alternative splicing' in plants and into the production of mRNA**

Professor Birch along with researchers at the University of Warwick and the Scottish Crop Research Institute will examine how molecules called effectors from the potato pathogen *Phytophthora infestans* are able to cause late blight, and how others cause downy mildew, another significant problem in potato crops. The grant comes under the BBSRC's Longer and

Larger programme to fund collaborative research. Professor Brown's research will provide an insight into why certain plants react better to changes in their environmental conditions and the stresses that places upon them.

- **£1,856,388 Wellcome Trust award to Professor Andrew Morris for the Scottish Health Informatics Programme (SHIP) (joint with the Universities of Edinburgh, Glasgow and St Andrews and ISD Scotland)**  
Further emphasises the value of collaboration amongst Scottish medical schools and Dundee's leadership position in health informatics.
- **£1,812,441 from and for the Drugs for Neglected Diseases Initiative co-ordinated by Professor Paul Wyatt**

#### *Other Awards*

- **£639, 925 BBSRC Award to Professor Kees Weijer for construction of a novel digital scanning lightsheet microscope and its application in measuring 3D cell behaviour and movement in embryos**
- **£583,434 EPSRC Award to Dr Chris Reed for 'Dialectal Argumentation Machines'**
- **£390,525 MRC Award to Dr Calum Sutherland for 'Quantitative analysis of key protein phosphorylation events'**

#### **Breakthroughs**

##### *Bell's Palsy*

Scottish Scientists who found that early treatment with steroids significantly improves the chances of a complete recovery from this disfiguring condition have been named winners of the Research Paper of the Year Award at the inaugural BMJ Group awards. The research paper followed a study led by Professor Frank Sullivan, Director of the Scottish School of Primary Care at the University. Working with colleagues around Scotland, the team examined almost 500 sufferers of the condition and found that early treatment with the steroid prednisolone offered a substantial increase in complete recovery rates.

##### *Allergies*

An international collaboration between scientists at the University of Dundee and research groups in Ireland and Japan, led by Professor Irwin Mclean of the University's Division of Molecular Medicine, has discovered a genetic defect in mice that leads to allergic inflammation, comparable to that seen in human eczema and related allergic diseases. The work confirms the role of the filaggrin gene in building up the barrier layers of the skin and demonstrates how mutations in this gene lead to conditions such as eczema. It will also allow researchers to identify key substances in the environment responsible for the huge increase in allergic disease seen in recent years.

#### **Celebrating People**

Four scientists from the University are among the latest new Fellows to be elected to the Royal Society of Edinburgh.

- Professor Irene Leigh, Vice Principal and Head of the College of Medicine, Dentistry and Nursing, and Professor of Cellular and Molecular Medicine.
- Professor Tom Owen-Hughes, Wellcome Trust Senior Research Fellow and Professor of Chromatin Structure and Function.
- Professor Tomoyuki Tanaka, Cancer Research UK Senior Fellow and Professor of Cell and Molecular Biology.
- Professor Tracy Palmer, Professor of Molecular Microbiology and Medical Research Council Senior Non-Clinical Research Fellow; Deputy Head, Division of Molecular Microbiology.

The Division of Molecular Microbiology has enjoyed an exceptionally strong start to 2009 with two further accolades for its staff which have monopolised this year's awards from the Society for General

Microbiology. Current Head of the Division, Professor Geoff Gadd, has been honoured with the prestigious Colworth Prize of the Society awarded biennially for an 'outstanding contribution in an area of applied microbiology'. Geoff is renowned for his work on 'the key roles of micro-organisms in shaping the planet and in the treatment of pollution'. Nicola Stanley-Wall, who holds a prestigious David Philips Research Fellowship from the BBSRC and is the Division's most recent recruit, is honoured by the award of the Society's Fleming Medal. It recognises outstanding work in any branch of microbiology by a person in the early stages of his or her career and is named after Alexander Fleming, the first President of Society who received a Nobel prize for his discovery of penicillin.

#### *Other awards*

Laura Christie received a silver award for platinum design at the Goldsmiths Craftmanship and Design Awards 2009 in London. As the awards are open to all involved in silversmithing, jewellery and allied crafts in the UK, Laura's is a considerable achievement to win whilst still a student.

Angela Harper, an MA Town and Regional Planning student, has been presented with the Dundee City Civic Council Award for 2009. The award recognises her proposal for an escalator to carry people with mobility problems up Dundee's steep Hilltown.

Following the success of Duncan of Jordanstone School of Art and Design in the 2008 RAE from which it emerged as Scotland's leading art college, now it is the turn of its recent graduates who scooped seven of the twenty two prizes at the inaugural Royal Scottish Academy exhibition promoting the country's best new artists and architects. Congratulations to Stuart Lorimer, Ashley Nieuwenhuizen, Ai Kato, Stuart McAdam, Camilla Symons, Scott Gordon and Euan Taylor.

#### *Sir Clement Freud*

It is with great sadness that the University has learnt of the death of Sir Clement Freud, the writer, broadcaster and politician, who served as University Rector from 1974 to 1980. He was a popular figure with students, and he will be fondly remembered by many of those who studied and worked at the University in the 1970s.

### **Events**

#### *Visit of Ann McKechin MP*

Parliamentary Under Secretary of State for Scotland, Ann McKechin, paid a visit to the College of Life Sciences on 5 March where she met with leading scientists Sir Philip Cohen and Mike Ferguson (Dean of Research and Acting Head of College). Ms McKechin praised Scottish Universities' 'exemplary record of securing UK government-funded research money in UK wide competition'. She reserved special praise for the MRC-funded Protein Phosphorylation Unit led by Sir Philip which has enhanced its global research reputation through a groundbreaking collaboration with five of the world's leading pharmaceutical companies. Sir Philip now aims to emulate this achievement by developing an emerging area of 'cell signalling' which also has great potential for developing drugs of the future. Protein ubiquitination will therefore be the central theme of the Scottish Institute for Cell Signalling (SCILLS) formed in October 2008 following a grant award of £10 million from the Scottish Government. SCILLS first senior academic appointment, Thimo Kurtz, will be taking up his post on 1 June 2009.

#### *V&A at Dundee – 'Making it Happen'*

Following the acceptance of a study examining the feasibility of establishing a V&A presence at Dundee, the partners in the initiative decided to organise a public conference to present the concept to a broader constituency of potential stakeholders. The conference, held in the University's Dalhousie Building on 24 and 25 February, attracted more than 170 delegates, from whom the feedback has been overwhelmingly positive. The event was not only an opportunity to present the feasibility study findings but also drew on the expertise of similar projects in Bilbao, Middlesbrough, Gateshead and Liverpool. Delegates learnt how the melding of cultural policy with economic regeneration projects had radically changed the public perception of these cities. The conference opened with a keynote lecture from Godfrey Worsdale, former director of mima (Middlesbrough Institute of Modern Art) and now director of the BALTIC Centre for Contemporary Arts in Gateshead. A number of next steps were identified throughout the two-day conference to ensure the project receives full public support.

#### *Dundee Degree Show*

This year's annual degree show at Duncan of Jordanstone College of Art & Design will be held at the Vision building at Seabraes from 23 May to 6 June. Normally held in the College's own buildings and attracting thousands of visitors, the event showcases the work of over 260 graduating students. The fantastic space provided by the Vision building will allow the College to present the show in a new and innovative way.

*Enterprise Gym Awards Dinner*

The annual dinner took place on 2 April at Discovery Point, and was an occasion to celebrate the entrepreneurial endeavours of some of the University's students. This year's overall Enterprise Gym champion was Dr Sam Brown, who is in the first stages of setting up his philosophical business consultancy. The Champion Team was Stuff UniD, who provide survival packs primarily for overseas undergraduates embarking on University studies and living away from home for the first time.

*Saturday evening lectures*

Public engagement is an area that I feel passionately about, not only as a means of cementing the place of the University in the life of the city, but also in fulfilling our responsibilities to those who, through the public purse, support our work. I am therefore proud of Dundee's longstanding series of Saturday evening public lectures. These have seen a great resurgence of interest in the last couple of years with the Dalhousie lecture theatre having to be augmented with overspill seating on several occasions. Long may this continue. The current series concludes on 25 April with a talk by Charlie Cook on 'Barack Obama – 100 days after inauguration'. I hope to see some of you there.

Pete Downes  
Acting Principal and Vice Chancellor

## APPENDIX 2

### FINANCE & POLICY COMMITTEE (Minute 56(1))

A meeting of the Committee was held on 30 March 2009.

Present: Mr BWM Johnston (Convener), Acting Principal Professor CP Downes, Mr WI Ball, Professor GLP Follett, Mr JR Milligan, Mr EF Sanderson, Mr IDM Wright.

In Attendance: Mr D McLeod (President of the Students' Association), Secretary, Director and Deputy Director of Finance, Director of Information Services & Deputy Secretary, Director of Strategic Planning, Director of Research & Innovation Services (Item 1) and Clerk to Court.

#### PRELIMINARY REMARKS

The Convener welcomed both the Acting Principal (Professor Pete Downes) and the University Secretary (Dr Jim McGeorge) to their first meeting of the Committee since taking on their roles.

#### 1. EU FUNDING APPLICATIONS

The Director of Research & Innovation Services presented a paper which set out the University's performance in funding applications under the European Union's Seventh Framework Programme for Research and Technological Development (FP7), and compared it with performance under the sixth programme (FP6). FP7 would run from 2007 to 2013 and so far the University had been awarded €13m in research awards, outstripping the total performance by the University in FP6 of €10m. Under FP6, the University had co-ordinated two collaborative projects, but so far under FP7 the University was the co-ordinator on seven projects. Ten further project applications were ready for submission to the programme. The Director confirmed that academics across the University were now much more aware of EU funding opportunities and indeed the University's approach had changed, insofar as the University was increasingly regarding EU funding programmes as a major target. The Committee discussed the effects of receiving awards fixed in euros. The Director of Finance added that the University was currently reviewing its policy on how to handle such grants and the associated currency risks.

#### 2. MINUTES

**Resolved:** to approve the minutes of the meeting on 2 February 2009.

#### 3. MATTERS ARISING

##### (1) TMRC (Minute 2(3))

The Director of Strategic Planning reported that a recent visit by Wyeth to Dundee had been positive, although the implications for the TMRC of Wyeth's takeover by Pfizer remained uncertain. He reported also that agreement had now been reached with Wyeth on an official opening of the TMRC building.

##### (2) HBOS and DSV (Minute 2(5))

The Director of Finance provided the Committee with legal opinion on whether, since its takeover by the Lloyds Group, HBOS would be able to sell its share of Dundee Student Villages (DSV). It transpired that, whilst this was possible, HBOS would be able to sell only to certain types of institution; it was debatable in the current economic climate, whether there would be a market for such a sale, even if HBOS were inclined to consider it.

##### (3) Strategic Framework: Aims 6&7 (Minute 6)

The Director of Strategic Planning presented a paper which provided some further information on one of the performance indicators discussed at the previous meeting.

The indicator in question concerned the level of income generation per individual academic fte (PI 7.1.2; KPI 11). The new paper showed the level of research grant income and tuition fee income per academic benchmarked against a number of comparator institutions. In terms of research grant income, improvements could be seen over time, although there was nevertheless room for further improvement, and there was still a need to generate more income through overhead-bearing grants. Work was also necessary on improving the level of tuition fee income per academic, although it was acknowledged that some of our major competitors benefited from income generated by large business schools, for example. Action plans were in place across the institutions to address these problems, which also provided a focus for the current budget-setting discussions.

Academic members of the Committee reported that there was as yet no real evidence of the effects of the introduction of top-up fees in England on the ability of Scottish institutions to attract and retain staff, although this would need to be kept under review.

#### 4. MANAGEMENT ACCOUNTS – PERIOD 7

The Director of Finance presented the management accounts for the period to 28 February 2009. To the end of period 7 the University showed an operating surplus before voluntary severance of £4.5m, which represented a favourable variance of £3.6m. The year-end forecast was £0.3m, with Colleges and Student & Academic Support Service directorates all broadly in line with budget. The current favourable variance of £1.5m for other items was due to the University's share of an additional grant allocation from the Scottish Funding Council (SFC), announced in 2008, and also to lower than expected interest payments.

The Director reported that despite an increase of 25% in year on tuition fees as compared with 2007/8 and a 12% increase on research grant income, the University nevertheless faced increasing cost pressures, not least in terms of staff costs and the effects of the October 2008 pay rise. Other pressures included the fact that the University was unlikely to achieve the projected financial target for property disposals for the year, and also that the voluntary severance target was challenging.

In terms of the cashflow, the Director was still expecting a net working capital outflow of £10m by the end of the year, although he was hopeful that this might reduce. £13m of capital expenditure was forecast before the year end, and the forecast borrowings were expected to be £20m.

The Committee discussed the likely payroll costs for 2009/10. It was clear that even if the current national pay negotiations resulted in no pay increase, the University's payroll costs would nevertheless increase by around 6% as a result of incremental drift, increased pension contributions and the full-year effect of the October 2008 pay increase.

#### 5. MANAGEMENT OF ENDOWMENT FUNDS

The Committee discussed how best to address the issue of ensuring a socially responsible investment policy. It was emphasised that the Endowments Sub-Committee had a responsibility to ensure that income on the University's endowments was maintained at a level which allowed the endowments to be used for the purposes for which they had been established in the first place.

The Committee was reminded that at its previous meeting, it had agreed to sell shares in the defence industry, and that prior to this the University had for some time already prohibited investment of its funds in the tobacco industry. The Committee did not believe it would be appropriate or practical for it to define precisely which organisations the University should invest in. It was agreed therefore that the most appropriate course of action was for the Committee to make overarching stipulations and then to ensure that the fund manager had in place an appropriate investment policy that took into account socially responsible considerations. This would mean that individual decisions would be left to the fund managers themselves working within the stated policy, once this had been scrutinised and approved by the Committee. The Committee also agreed that the University could make publicly available an annual report of the University's endowment investments.

The Director of Finance informed the Committee that the contract of the current investment fund managers was due for retendering. It was therefore apposite that the University wished to examine its investment policy, since this could be carried out as part of the tender process for fund managers.

- Resolved:**
- (i) to agree that the University should begin a tender process for investment management services;
  - (ii) to ask members to submit suggestions of suitable firms to the Director of Finance, who would provide the next meeting of the Endowments Sub-Committee with a shortlist of firms to be invited to tender; and
  - (iii) to agree that a firm's socially responsible investment policy should be one of the selection criteria of the tender process.

## 6. PROCUREMENT

### (1) Advanced Procurement for Universities & Colleges (APUC)

The Director of Finance presented proposals for the University to formally become a member of APUC. Following concerns from the universities and colleges involved, APUC had carried out a review of its structure and operations. As a result the articles of association had been revised to reduce the potential maximum liability payable by institutions to £1 in the event of APUC being wound up. The Committee learnt of the significant support at Scottish Government level for APUC, and also that sector co-ordination on procurement was in itself desirable.

**Resolved:** to approve that the University should seek membership of APUC.

### (2) Procurement Policy

The Director of Finance reported Students' Association (DUSA) concerns surrounding the University's procurement policy. In short, DUSA sought a more sustainable and socially responsible policy. The Director was happy to engage with students on this matter, but pointed out that the University was obliged to comply with EU procurement legislation and also to achieve best value for money under the terms of the Financial Memorandum with the Scottish Funding Council. The University could not expose itself to compensation claims as a consequence of excluding companies from tendering for or supplying goods and services.

**Resolved:** to support the approach adopted by the Director of Finance.

## 7. PENSION SCHEME TRUSTEES

The Director of Finance explained that the departures of Sir Alan Langlands, Professor David Boxer and Dr David Duncan had left vacancies on the Board of Trustees of the University of Dundee Superannuation Scheme. This had provided an opportunity to explore the appropriateness of Board membership for the Principal and the Director of Finance. In the increasingly complex world of pensions, the issue of a Board member's potential conflict of interest was now more open to question. In light of this the Director of Finance proposed that the vacated seats on the Board be filled by Professor James Calderhead, Dr Jim McGeorge and Mr Graham McKee. He also proposed that he leave the Board of Trustees, and suggested that Ms Catriona Blake be invited to join the Board. All four of the new appointments had indicated their willingness to serve on the Board. The Committee discussed the manner for reporting on appointments to the Board, and agreed that in future these should be reported as a matter of course to the Court. The Committee briefly discussed the issue of the chair of the Board. Hitherto, the Principal had chaired the Board, but the Committee agreed that this was inappropriate. Until his own retirement from Court on 31 July 2009, the Convener, Mr Bruce Johnston, had informally agreed to act as chair of the Board, although this was a matter reserved to the Board itself. Consideration would need to be given in due course to this matter by the Board of Trustees.

**Resolved:** to recommend to the Court that the following be invited to become members of the Board of Trustees of the University of Dundee Superannuation Scheme:

Professor James Calderhead  
 Dr Jim McGeorge  
 Mr Graham McKee  
 Ms Catriona Blake

## 8. DUNDEE STUDENT VILLAGES & WEST PARK CONFERENCE CENTRE

### (1) Dundee Student Villages (DSV)

The Director of Finance presented the half-yearly update on the operation of DSV. Since the last report, the issue of the Seabraes roof, a section of which had been dislodged in storms in January 2008, was progressing, with the construction company accepting liability and agreeing to undertake a review of other Seabraes and West Park roofs. A schedule of work for the damaged section had also been agreed between the construction company and the University.

Occupancy levels for 2008/9 had been extremely good, and despite the fact that the University of Abertay Dundee had now declined to renew its lease for rooms, there was every expectation that the model occupancy target of 94% for 2009/10 would nevertheless be exceeded. The Committee discussed the use of the retail price index as a basis for determining price increases for DSV, and the Director intimated that there was likely to be discussion of this issue at the next Board meeting of DSV.

### (2) West Park Conference Centre (WPCC)

The Director of Finance provided some background on the history of WPCC and its sale to DSV in 2006. As part of the sale agreement, should the DSV board decide to wind up WPCC, the University would be obliged to purchase it at a price based on the amount of DSV borrowings, interest and break costs attributable to the Centre at the time of the buyback. The original DSV model for WPCC had projected an annual contribution of £220k by 2009/10 with 1% real growth projected for subsequent years. WPCC's actual performance in 2007/8 had not met the expectations of the model and so the DSV board had undertaken a review of WPCC.

As part of the review, the WPCC management was still confident that sales would continue to increase and that the operation would eventually be brought back in line with the model. A revised business plan placed more emphasis on increases in day business (conferences, seminars and meetings) and events such as weddings and parties, as a way of diversifying away from the reliance on residential business. In order to ensure the achievement of the goals set in the new business plan, some additional capital investment would be necessary and Sanctuary Management Services had agreed to pay for this upfront, with DSV repaying over three years. The Director of Finance pointed out that such an undertaking from SMS was a clear signal of the commitment of SMS for WPCC. Both SMS and the other partner in DSV, HBoS, had accepted the new business plan for WPCC. The targets were demanding, and some Committee members doubted their achievability, but it was acknowledged that it was in the University's best interest that it do all it could to maintain and increase its use of WPCC.

The Committee discussed the issue of the buyback of WPCC by the University, in particular the wisdom of agreeing to such a condition in the first place, although the Committee recognised that the University's focus should now be on ensuring the revised plan was successful.

**Resolved:**

- (i) to accept the revised business plan for WPCC;
- (ii) to ask the Director of Finance to investigate whether the Committee had been made aware of the buyback agreement, and to set out its precise terms.

9. **CAPITAL PROJECT: DUNCAN OF JORDANSTONE**

The Committee received a short paper indicating that proposals were being devised for the refurbishment of the Matthew and Crawford buildings. A commitment to the project had been made in the Estates Strategy and this was currently reflected in the University's capital programme. An introductory presentation would be made at the next Court meeting on 27 April 2009, before a full capital proposal was made at the next Committee meeting on 18 May 2009. Professor Follett emphasised the importance of undertaking this work given the condition of the buildings in question.

**Resolved:** to note that proposals would be forthcoming and to look forward to considering them at its next meeting.

10. **KUWAIT OPPORTUNITY**

The Committee received a paper from the Director of Strategic Planning which provided an update on an opportunity which had arisen a year earlier after consultation with the agents of a Kuwaiti company which was interested in setting up a new University campus in Kuwait in partnership with a top British university. All capital costs in the proposed development would be borne by the Kuwaiti partners. Discussions had taken place throughout the past year, and the Director, along with the former Director of Admissions & Student Recruitment, had made an exploratory visit to Kuwait. The paper set out the stage the discussions had reached, and invited the Committee to consider whether the opportunity was sufficiently attractive for further work to take place. The next stage of negotiations would see comprehensive market research as well as detailed discussion of a number of points of issue.

The Director pointed out to the Committee that one of the University's aims was to develop a major international collaboration, and this particular opportunity might represent a means of satisfying this goal. It was clear, however, that the project was not without some risk, in particular to the University's reputation and its ability to deliver quality provision at a distance. The major potential reward to the University would be in financial terms through a share in the tuition fees of students studying at the Kuwaiti campus, as well as in furthering its internationalisation strategy

The Committee could see the potential rewards of the opportunity, but it was concerned that the University should proceed with caution, and encouraged a scrupulous process of due diligence, with a full assessment of political, reputational, operational and financial risks. The Acting Principal added that for the opportunity to succeed it would require the commitment of the entire University community. To proceed for financial reasons alone was inadvisable; the project should be about promoting internationally our excellence and expertise.

**Resolved:** to recommend that a paper be compiled in due course for the attention of the Court.

**APPENDIX 3**

**BOTANIC GARDEN ADVISORY GROUP  
(Minute 61)**

Membership

University Secretary (Convener)

Director of Campus Services

Two members of the Academic Staff of the University with relevant experience

Two representatives of the Friends of the Botanic Garden

One representative of the Scottish Crop Research Institute

One representative of Dundee City Council

One representative of the Regius Keeper of the Royal Botanic Garden Edinburgh

In Attendance

The Curator of the Botanic Garden

## APPENDIX 4

### GRADUATES' COUNCIL FUND TERMS OF REFERENCE REVISION – MARCH 2009 (Minute 63)

**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 and its community. Applications will be considered from individual students and/or student clubs and societies which would provide a worthwhile contribution to individuals and 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 should be completed in full online.

**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 oversee disbursement of the Fund.
- (iv) A report on the source and application of 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**

The Board of Directors will have the following membership:

The Convener of the Business Committee (ex officio) (Convener)

The Vice Principal Educational Development (ex officio)

The Secretary of the University (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 Vice Principal (Educational Development) will be required on all awards made.
- (iv) The criteria for, and conditions of, awards from The Fund will be agreed by the Business Committee on the recommendation of the Board of Directors.

## APPENDIX 5

COMMUNICATIONS FROM THE SENATUS ACADEMICUS  
(Minute 66)

## 1. PRINCIPAL'S REPORT

On learning and teaching issues, the Principal reported that there had been encouraging developments both in terms of externally funded taught postgraduate studentships and the identification of overseas partnership institutions. Income from research grants had also been impressive, with some £9.5M of awards in February and March alone, including some notable success with EC framework programme 7.

The outcome of the recent DUSA Executive elections was reported. The turn-out was the highest ever and the incoming executive for 2009/10 would be as follows:

<b>PRESIDENT:</b>	Andrew Smith
<b>DEPUTY PRESIDENT:</b>	Rimple Palana
<b>V.P.(COMMUNICATIONS):</b>	Graeme Thewliss
<b>V.P.(STUDENT ACTIVITIES):</b>	Kirsty Brown
<b>V.P.(CAMPAIGNS):</b>	Craig Kelly
<b>V.P.(STUDENT WELFARE):</b>	Janine Ewen
<b>HONORARY SECRETARY:</b>	Gary Cocker

On the V&A at Dundee project, it was emphasized that this was a significant opportunity for the University and for the City and that the whole University, not just Duncan of Jordanstone, should be engaged with the process of carrying the project forward.

On financial matters, it was reported that the SFC's allocations for 2009/10 were to be published on 2 April 2009. The high-level outcomes for Dundee were a total rise in resources of 0.8% with a rise in teaching grant of 1.7% and a decline in research grant of approximately £0.5M arising from the University's performance in RAE 2008. On the latter point, it was noted that Dundee was fourth in Scotland after Edinburgh, Glasgow and Aberdeen. Overall, the outcome was broadly in line with expectations, but it was clear that the financial environment in the coming years was likely to be even more challenging with balanced budgets being more difficult to reach.

**The Senatus decided:** to note the report.

## 2. UNIVERSITY COURT

The Senatus received a communication from the meeting of the University Court held on 23 February 2009.

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

## 3. DECANAL APPOINTMENTS

Arising from paragraph 2(1) of the report of the College of Life Sciences, it was reported that there had been a number of recent decanal appointments which had not adhered to the approved guidelines for such appointments both in terms of representation from School Boards and the limitation on the duration of such posts to five years. While it was accepted that these appointments had been made entirely in good faith, concern was expressed that the approved procedure had not been followed. Some members took the view that the current rules were problematic in terms of candidate confidentiality and that fixed term contracts discouraged high quality applicants, particularly where an external appointment was being sought. Others however, took views that emphasized the importance of consultation and

collegiality as well as review of tenure after a fixed term and a transparent process of decision-making with regard to advertising for candidates externally. It was suggested that one possible way forward might be to make dual appointments: one academic and permanent and one fixed-term and decanal.

- The Senatus decided:**
- (i) that decanal appointments should proceed in accordance with the current guidelines;
  - (ii) should it be considered that the guidelines needed amendment, formal proposals should be presented to future meetings of the Senatus and the Court;
  - (iii) for the rest, to approve the report.

4. **PROFESSORES EMERITI**

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

Professor R Hume  
Professor S Unwin

5. **DRAFT ACADEMIC CALENDAR**

The Senatus received the draft Academic Calendar for 2009-10 (annex).

**The Senatus decided:** to forward the draft Calendar to the Court for approval.

## ACADEMIC CALENDAR 2009-10

August 2009

10	Mon		Resit examinations begin
11	Tues	C	Senior Management Team 8.30am
21	Fri		Last day of resit examinations
25	Tues	C	Senior Management Team 8.30am
28	Fri		Last day for announcement of results Last day for issue of Termination letters
31	Mon	C	Finance and Policy Committee 2pm

September 2009

4	Fri	C	Court Retreat	
7	Mon		Freshers Induction Week Last day for lodging appeals	Wk 0
8	Tues	C	Senior Management Team 8.30am	
10	Thurs		Last day for School Committee Termination meetings	
		C	Education and Research Forum 3pm	
11	Fri		Last day for Matriculation	
14	Mon		First issue of Termination of Studies (Appeals) Committee agenda Semester 1 begins	Wk1
15	Tues	S	Postgraduate Affairs Sub-Committee 2pm	
16	Wed	S	Termination of Studies (Appeals) Committee 9.15am	
17	Thurs	C	University/Unite Joint Committee 2pm	
		C	University/Unison Joint Committee 3pm	
21	Mon	C	Health and Safety Sub-C 10am School Secretaries Forum 3pm	Wk 2
22	Tues	C	Senior Management Team 8.30am	
		S	Honorary Degrees Committee 11am	
24	Thur	C	University/UCU Joint Committee 10am	
		S	Research Committee 12 noon	
25	Fri	S	Library & Information Services Committee 2pm	
28	Mon		College Board of Art, Science and Engineering 4pm	Wk 3

29	Tues		College Board of Arts & Social Sciences 4pm University Opening Service 5.15pm	
30	Wed		College Board of Medicine, Dentistry & Nursing 4pm	
<u>October 2009</u>				
1	Thurs	S	Learning and Teaching Committee 10am College Board of Life Sciences 4pm	
2	Fri	C	Campus Services Committee 10am	
5	Mon	C	Finance and Policy Committee 2pm Dundee Autumn Holiday	Wk 4
7	Wed	C	Audit Committee 2pm	
12	Mon		School Secretaries Forum 3pm	Wk 5
13	Tues	C	Senior Management Team 8.30am	
14	Wed	S	Senate 4pm	
19	Mon			Wk 6
20	Tues	S	Advisory Group on Appeals & Complaints Procedures 11am	
22	Thurs	S	Academic Quality Sub-Committee 10am	
26	Mon	C	Court 2pm	Wk 7
27	Tues	C	Senior Management Team 8.30am	
28	Wed	S	Postgraduate Affairs Sub-Committee 2pm	
<u>November 2009</u>				
2	Mon		Academic Council Standing Committee 1pm School Secretaries Forum 3pm	Wk 8
3	Tues	C	Risk Management Monitoring Group 10am	
4	Wed	C	Human Resources Committee 2pm	
9	Mon		Remuneration Committee 10am	Wk 9
10	Tues	C	Senior Management Team 8.30am	
11	Wed	S	Learning and Teaching Committee 2pm	
12	Thurs	S	Research Committee 12 noon	
13	Fri	S	Library and Information Services Committee 2pm	
16	Mon		College Board of Art, Science and Engineering 4pm	Wk 10
17	Tues	C	Campus Services Committee 10am College Board of Arts & Social Sciences 4pm	

18	Wed		Academic Council 1pm	
			College Board of Medicine, Dentistry & Nursing 4pm	
19	Thurs		College Board of Life Sciences 4pm	
23	Mon	C	Finance and Policy Committee 2pm	Wk 11
24	Tues	C	Senior Management Team 8.30am	
30	Mon		School Secretaries Forum 3pm	Wk 12

December 2009

1	Tues	C	Audit Committee 2pm	
2	Wed	S	Senate 4pm	
7	Mon	C	Semester 1 examinations begin	Wk 13
8	Tues	C	Senior Management Team 8.30am	
10	Thur	C	Education and Research Forum 3pm	
13	Sun		University Carol Service 5pm	
14	Mon	C	Court 2pm	Wk 14
18	Fri		Semester 1 examinations end	
			End of Semester 1	
22	Tues	C	Senior Management Team 8.30am	
24	Thurs		University closed after business until start of business on Tuesday 5 January 2010	
25	Fri		Christmas Day	

January 2010

5	Tues		Start of business	
11	Mon		Freshers' Week – January Intake	
12	Tues	C	Senior Management Team 8.30am	
14	Thurs	C	University/Unite Joint Committee 2pm	
		C	University/Unison Joint Committee 3pm	
18	Mon		Start of Semester 2	Wk 15
		C	University/UCU Joint Committee 10am	
20	Wed	C	Health and Safety Sub-C 2pm	
21	Thurs	S	Research Committee 12 noon	
25	Mon		College Board of Art, Science and Engineering 4pm	Wk 16
26	Tues	C	Senior Management Team 8.30am	
			College Board of Arts & Social Sciences 4pm	

27 Wed College Board of Medicine, Dentistry & Nursing 4pm

28 Thurs College Board of Life Sciences 4pm

February 2010

1 Mon C Finance and Policy Committee 2pm Wk 17

School Secretaries Forum 3pm

2 Tues C Human Resources Committee 2pm

8 Mon Wk 18

9 Tues C Senior Management Team 8.30am

10 Wed S Senate 4pm

15 Mon Wk 19

22 Mon Court 2pm Wk 20

23 Tues C Senior Management Team 8.30am

26 Fri S Library & Information Services Committee 2pm

March 2010

1 Mon S Postgraduate Affairs Sub-Committee 2pm Wk 21

School Secretaries Forum 3pm

2 Tues C Campus Services Committee 2pm

4 Thur C Education and Research Forum 3pm

8 Mon Wk 22

9 Tues C Senior Management Team 8.30am

C Audit Committee 2pm

11 Thurs S Research Committee 12 noon

15 Mon S Learning and Teaching Committee 10am Wk 23

College Board of Art, Science and Engineering 4pm

16 Tues College Board of Arts & Social Sciences 4pm

17 Wed College Board of Medicine, Dentistry & Nursing 4pm

18 Thurs College Board of Life Sciences 4pm

22 Mon Wk 24

23 Tues C Senior Management Team 8.30am

Academic Council Standing Committee 1pm

29 Mon C Finance and Policy Committee 2pm Wk 25

School Secretaries Forum 3pm

31 Wed S Senate 4pm

April 2010

2 Fri Good Friday

4 Sun Easter Day

5 Mon Easter vacation

Dundee Holiday

6 Tues C Senior Management Team 8.30am

20 Tues C Senior Management Team 8.30am

26 Mon C Court 2pm

Wk 26

Examinations begin

29 Thur C Education and Research Forum 3pm

May 2010

3 Mon Dundee Holiday

Wk 27

School Secretaries Forum 3pm

4 Tues C Senior Management Team 8.30am

5 Wed S Postgraduate Affairs Sub-Committee 2pm

6 Thurs S Academic Quality Sub-Committee 10am

7 Fri C University/UCU Joint Committee 10am

10 Mon C Health and Safety Sub-C 10am

Wk 28

Academic Council 1pm

11 Tues S Advisory Group on Appeals & Complaints Procedures 10am

C University/Unite Joint Committee 2pm

C University/Unison Joint Committee 3pm

12 Wed C Risk Management Monitoring Group 10am

C Campus Services Committee 2pm

13 Thurs S Research Committee 12 noon

14 Fri S Library & Information Services Committee 2pm

17 Mon S Learning and Teaching Committee 10am

Wk 29

C Finance and Policy Committee 2pm

College Board of Art, Science and Engineering 4pm

18 Tues C Senior Management Team 8.30am

			College Board of Arts & Social Sciences 4pm	
19	Wed		College Board of Medicine, Dentistry & Nursing 4pm	
20	Thurs		College Board of Life Sciences 4pm	
24	Mon	C	Human Resources Committee 2pm	Wk 30
26	Wed	C	Audit Committee 2pm	
28	Fri		Semester 2 examinations end	
			End of Semester 2	
31	Mon		Dundee Holiday	

June 2010

1	Tues	C	Senior Management Team 8.30am	
2	Wed	S	Senate 4pm	
14	Mon	C	Court 3pm	
			School Secretaries Forum 3pm	
15	Tues	C	Senior Management Team 8.30am	
23	Wed		Graduation Ceremonies	
24	Thurs		Graduation Ceremonies	
25	Fri		Graduation Ceremonies	

July 2010

6	Tues	C	Senior Management Team 8.30am	
27	Tues	C	Senior Management Team 8.30am	

August 2010

9	Mon		Resit examinations begin	
10	Tues	C	Senior Management Team 8.30am	
24	Tues	C	Senior Management Team 8.30am	
30	Mon	C	Finance and Policy Committee 2pm	

September 2010

3	Fri	C	Court Retreat	
6	Mon		Semester 1 Freshers Induction	Wk 0
13	Mon		Semester 1 Teaching begins	Wk 1

C = Court Committee

S = Senate Committee

**APPENDIX 6****CAMPUS SERVICES COMMITTEE  
(Minute 67)**

A meeting of the Committee was held on 3 March 2009.

**Present:** Dr L A L Rolland (Convener), Dr J Elliott, Mr D MacLeod.

**In Attendance:** Mr G Davies, Mr R Kennedy, Mr L Morrison, Ms S Hamilton.

**1. MINUTES OF PREVIOUS MEETING**

**Resolved:** to approve the minute of the meeting held on 18 November 2008.

**2. MATTERS ARISING****(1) Environmental Sustainability (Minute 6)**

The Head of Estates reported that Mrs T Cunningham, the University's Environmental Manager, would give a short presentation at the next meeting on progress made by the Environment Task Group.

**(2) V & A (Minute 7)**

The Head of Estates updated the meeting on progress. A conference was recently held to discuss the options of a more detailed feasibility study that had been commissioned by the University and SET. Presentations were given by the University, SET, Mark Jones of V & A and Mr M Galloway.

**3. CAPITAL PROGRAMME & CAPITAL REPORTS ON PROJECTS OVER £2M****(1) TMRC & Wilson House**

The Head of Estates reported that TMRC is now complete and in use and that the Wilson House project is nearing completion.

**(2) Refurbishment of Duncan of Jordanstone College**

The Head of Estates reported on the recent feasibility study undertaken. The strongly preferred option is to keep the Matthew and Crawford Buildings and to refurbish them to bring them up to contemporary Art College standards. The existing facades of both buildings would be retained.

A draft Business Case has been written for presentation to Finance & Policy Committee and then Court for approval.

As the project is above the financial threshold according to EU legislation, an OJEU submission is being undertaken during 2009 so that works can start on site in 2010 and continue through to 2012. The Convener reminded the meeting that a Design Review Group had been set up some time ago for consultation at key stages of the design process.

**4. STRATEGIC FRAMEWORK – ESTATES DEPARTMENTAL OBJECTIVES**

The Head of Estates presented a paper which summarised the Estates departmental objectives as contained in the University Strategic Framework document.

**5. CAMPUS SERVICES COMMITTEE REVISED REMIT**

The Head of Estates presented a paper by the Director of Campus Services outlining the reasons for a review of the remit of the Campus Services Committee and its membership.

Following a meeting with the Clerk of Court he advised that further discussion would take place later in the year with the new remit launched at the start of the 2009-10 academic year. The Convener stressed the importance of having appropriate Architectural experience in the Committee.

6. **BACKLOG MAINTENANCE PROGRESS**

The Estates & Buildings Facilities Manager gave an update on progress made. He reported that buildings most at risk in terms of health and safety legislation had been identified and given priority. Two new members of staff had been employed on fixed term contracts to co-ordinate the maintenance planning programme. A Maintenance Monitoring Group has been set up to manage the programme of works and progress would be routinely reported to this Committee in future.

7. **DALHOUSIE BUILDING – NO SMOKING POLICY**

The Head of Estates reported on a pilot scheme to implement the University's no-smoking policy at the Dalhousie Building. It is intended to create a designated smoking area at the rear of the building and smokers will be asked to move from the entrance of the building. He reported that Dundee City Council had Smoking Prohibition Officers who will be requested to visit the Campus and if necessary issue fixed penalties to offenders. This policy will be applied to other key campus buildings in due course.

**Resolved:** to report back to a future Committee regarding the pilot scheme.

8. **ANY OTHER BUSINESS**

(1) Future Agenda Items

- (i) Environmental Sustainability
- (ii) Capital Authorisation Procedure

(2) The DUSA President advised the Committee of the recent demonstrations by Dundee University Stop the War activists calling for the University to sell its shares in BAe Systems and to end all contracts with the University's water provider, Eden Springs. He reported that a draft motion had been drawn up by their solicitors which would enable us to work on the basis of ethical investment and ethical procurement. The Director of Finance suggested that Mr MacLeod meet with himself and the University's Procurement Manager, Mrs L Campbell, to discuss this further.

**APPENDIX 7****AUDIT COMMITTEE  
(Minute 67)**

A meeting of the Committee was held on 10 March 2009.

Present: Mr R Burns (Convener), Mr J Barnett, Dr J Lowe, Dr H Marriage, Ms J Thomson

In Attendance: Director and Deputy Director of Finance, Mr G Devlin (Grant Thornton), Mr A Gray and Mrs EP Harper (PricewaterhouseCoopers), and Clerk to Court

**1. MINUTES**

**Resolved:** to approve the minutes of the meeting on 2 December 2008.

**2. MATTERS ARISING**Private Meeting with the Auditors (Minute 5)

The Director of Finance responded to comments made during the private meeting with the auditors, which had taken place during the Committee's meeting on 2 December 2008. He confirmed that the University's monthly accounts were produced within eleven working days of the end of the month, and in relation to comments about the level of financial understanding within the Schools, he noted that the situation was continuously improving, with most Schools now achieving the level of financial knowledge required to manage their budgets and costs effectively and efficiently.

The Committee discussed the format of its annual private meeting with the auditors, with the object of ensuring that there was an opportunity for the officers to respond to any points raised during the conversation. It was suggested that the private meeting could be immediately followed by a discussion with officers on the points raised. The Convener agreed to consider this matter further, with a view to introducing changes for the next private meeting in December 2009.

**3. INTERNAL AUDIT****(1) Student Records Management**

Mr Gray presented a report which examined the operation and internal controls governing the use of SITS, the University's student records management system. The system was a critical component of the University's overall management information network, and supported the administration of students and academic processes. It also played a crucial role in the accurate provision of information on student numbers and activity for external stakeholders such as the Scottish Funding Council (SFC) and the Higher Education Statistics Agency (HESA). In general, the auditors were satisfied that there was a good system in place, with substantial support for staff using the system both inside and outside the Registry (there had been particularly positive feedback from the Schools). There was evidence of good practice in the access given to students to aspects of the system and in the design of a number of internal controls. Nevertheless, the auditors felt there were some areas where improvements could be made, although all were considered either medium or low risk. The auditors noted that staff shortages had led to some controls being less effectively implemented than desired. These included the maintenance of a data request log and the routine review of exception reports. The auditors further recommended that the University should address the issue of parallel systems for the School of Medicine and decide as a matter of some urgency which records management system should be operated for that School. The auditors also suggested that preparation for the HESA return could be improved, although it was emphasised that the 2008 return had not been delayed despite staffing pressures.

The Committee recognised the increasing demands on the system as a source of data for a number of different functions around the University, for instance the virtual

learning environment and the move to a centralised timetable. The critical role of the Registry in governing the use of the system was acknowledged.

(2) Capital Project Accounting

Mrs Harper presented a report examining the arrangements and procedures for accounting for the University's properties. The report had not identified any high or critical risks. The report noted that the University had been working to improve this particular aspect of financial accounting and in particular noted the establishment of a fixed asset register to provide a rigorous audit trail of movements in property assets. It was noted that there was a need to document the process of capital project accounting between Estates & Buildings and the Finance Office.

(3) Student Recruitment

Mr Gray presented a report into the operation of the University's student recruitment activity. He noted the action ongoing in Admissions & Student Recruitment Services (ASRS) to target its marketing activity more effectively and was generally impressed by the level of commitment shown in the unit to adapt its approach. Organisational and procedural changes were ongoing, but the auditors noted several areas of good practice, including the redesign of a number of business processes.

The Committee discussed whether the University's portfolio of courses was appropriate and learnt that Schools were engaged in identifying those areas that were financially unsustainable or unattractive to potential applicants. The Committee noted the implementation of new visa regulations by the UK Border Agency, although it recognised that it was too early to assess what effects this might have on overseas student applications.

One member of the Committee had witnessed the marketing activity of ASRS at first hand and had been particularly impressed.

(4) Estate Management

Mrs Harper presented a report to the Committee which assessed the University's procedures in relation to planned maintenance and the engagement of internal tradespeople and external contractors. The report had not uncovered any high or critical risk areas, but it did raise a number of issues in relation to the management of contractors and suppliers. It suggested a review of the list of preferred suppliers with a view to reducing the number contained in it. This would lead to more efficient management of the suppliers and contractors that were retained. The report also recommended the speedy implementation of the new Estates Management System, which had been subject to some delay.

(5) Internal Audit: Progress Report as at 10 February 2009

The Committee received a progress report from the auditors and noted that they were on target to complete all the planned work as scheduled. For their part, the auditors spoke highly of the regular quarterly meetings with officers in preparation for internal audit visits.

4. **EXTERNAL AUDIT**

The Committee learnt of the retirement of the University's external audit partner at Grant Thornton LLP, Mr Clifford Shanbury. His place would be taken by Mr David Barnes, who was the head of the national education practice at Grant Thornton LLP. It was noted that Mr Barnes would attend the next meeting of the Committee to present the external audit plan for the year ending 31 July 2009.

5. **REVIEW OF THE IMPACT OF THE RECESSION AND ANY SUBSEQUENT REDUCTION IN PUBLIC SPENDING ON THE UNIVERSITY'S ACTIVITIES**

At its meeting on 2 December 2008, the Committee had requested that the Court should receive a paper considering the possible effects of the current economic situation (Minute 8(2) of that

meeting refers). In response, the Director of Finance had prepared the present paper which Court had considered at its meeting on 23 February 2009. The paper had also been considered by the Senior Management Team, the Directors of the Student & Academic Support Services and the Finance & Policy Committee at its meeting on 2 February 2009.

The paper set out a number of key risk areas alongside proposed mitigating actions. The Director of Finance explained a number of areas in detail to the Committee. Firstly, he noted that the originally projected target for disposals for the year was now, in the current market conditions, unlikely to be met, and so the projection had been revised downwards. There was discussion of the economic situation on tuition fee income. It was difficult to be clear about the possible effects, and indeed recently published figures for applicants for 2009 showed a significant increase over the previous year. This might therefore result in a positive effect. In contrast, the University faced ongoing cost pressures, in particular in pension contributions and pay, the latter depending on the outcomes of national negotiations with the unions. In terms of the likely reduction on public spending and the effects on the allocation to universities from the Scottish Funding Council and from the Research Councils, the University would need to put itself in a position to maximise its share of available funding.

In discussion, the Committee touched on the role of performance management in motivating staff to contribute to their full potential. The Director of Finance also informed the Committee of the decision by the Finance & Policy Committee to set up a Pensions Sub-Group to consider the University's response to the University of Dundee Superannuation Scheme's actuarial review.

#### 6. **HEALTH & SAFETY SUB-COMMITTEE**

The Committee received a report of the sub-committee's meeting on 21 January 2009. The Convener of the Human Resources Committee informed the Committee that the Human Resources Committee had raised concerns about the note in the report referring to two malicious fires. She assured the Committee that this matter would be clarified with the University's Head of Safety Services.

**Resolved:** to note the report.

#### 7. **LEGAL/REGULATORY COMPLIANCE MATTERS**

The Director of Finance reported to the Committee that the University, through its insurers, was involved in a personal injury claim involving a former member of staff who had been based at the Gardyne Road campus.