

UNIVERSITY OF DUNDEE**UNIVERSITY COURT**

A meeting of the University Court was held on 22 April 2014.

Present: Mr EF Sanderson (in the Chair), Principal Professor CP Downes, Professor RJ Abboud, Deputy Principal Professor SM Black, Mr RS Bowie, Dr WGC Boyd, Mr R Burns, Ms SC Campbell, Dr DH Crouch, Mr J Elliot, Professor TA Harley, Mr I MacKinnon, Ms B Malone, Professor GJ Mires, Ms CA Potter, Dr AD Reeves, Mr KA Richmond, Ms M Tasevska, Mr D Taylor and Mr IDM Wright.

In Attendance: University Secretary; Director of External Relations; Director of Finance; Director of Human Resources; Director of Policy, Governance & Legal Affairs; Mr J Lauwerys; Mr R Van Mulders; and Clerk to Court.

Apologies: Lord Provost Mr R Duncan and Ms S Krawczyk.

The Chair welcomed Mr Robin Van Mulders to the meeting of Court. Members noted that Mr Van Mulders was attending in a shadow capacity following his election to Court as the independent student on Court from 1 August 2014.

59. REVIEW OF COURT EFFECTIVENESS

The Chair of Court introduced Mr John Lauwerys who was attending the Court in his capacity as the external facilitator for the quinquennial review of Court effectiveness.

The Court decided: to welcome Mr Lauwerys and to note that one-to-one meetings between Mr Lauwerys and all members of Court would take place in May and June 2014.

60. MINUTES

The Court decided: to approve the minutes of the meeting on 17 February 2014 subject to revision to minute 45.

61. MATTERS ARISING**(1) Completion of Equality & Diversity Modules (Minute 47)**

The Director of Human Resources updated the Court on the completion of the online equality & diversity modules by members, focussing on the core completion of the 'disability' and 'diversity in the workplace' modules. It was noted that some members had experienced technical issues in accessing the modules, but that the majority had completed the two core modules and several had completed all five available modules.

The Court decided: to note that those who had not yet completed the core modules were to do so before the next meeting of the Court.

(2) Transformation: Delivering the Vision (Minute 45)

The Court reviewed the outcomes in relation to the above item in terms of the powers of the Court outlined within Statutes 9 and 16. Members noted the University's obligations in terms of its governance instruments and employment law.

The Court decided: to note the discussion.

62. **CHAIRMAN'S REPORT**

(1) Report to Court

The Chair presented his regular report to the Court, which outlined his activities since the last meeting. In doing so, he highlighted his attendance at the Guildhall dinner in London to recognise the achievements of the University's Centre for Anatomy and Human Identification (CAHId) in gaining a Queen's Anniversary Award, his attendance of Committee of University Chairs (CUC) meetings, which had been mainly focussed on pension scheme matters, and his agreement to join a National Centre for Universities and Businesses (NCUB) Scottish Task Force to examine the relationship between business and Universities Scotland. The Court noted the potential financial impact of the likely increase in employer pension contributions.

The Court decided: to note the report.

(2) Principal's Contractual Arrangements

The Principal and officers, with the exception of the Director of Human Resources, left the room before discussion of the Principal's contract.

Noting that at its meeting on 9 December 2013 the Court had proposed that the Principal's contract be renewed on an open-ended basis, members discussed contractual arrangements associated with this renewal. Members noted that the Remuneration Committee had discussed the matter of the Principal's salary at a meeting on 16 April 2014. Following discussion the Court agreed a proposal that the Principal's salary should remain at its current level but, noting that the Principal had withdrawn from the USS Pension Scheme, also agreed that provision should be made to pay the Principal a gross allowance equivalent to the employer contribution to the USS Scheme (net of the employer's National Insurance payment), noting that this would return the cost to the University of the Principal's overall remuneration to broadly the level it had been previously.

The Court decided: to approve the renewal of the Principal's contract in accordance with the arrangements indicated above.

63. PRINCIPAL'S REPORT

The Principal introduced his report to the Court (**Appendix 1**) which focussed largely on the financial challenges that the University was facing. Members were pleased to note that with regard to unregulated teaching income, there was some early evidence of an improvement in conversion of offers to acceptances - most likely as a result of increased effort by Colleges and Admissions & Student Recruitment Services.

The Principal also informed the Court that Professor Stephen Decent, Vice-Principal and Head of the College of Art, Science & Engineering, had accepted the position of Pro-Vice-Chancellor Research at Lancaster University from 1st October. The Court also noted that Professor Andrew Morris, Dean of the School of Medicine, had accepted the position of Chair of Medicine and Director of the Institute of Public Health and Informatics at the University of Edinburgh. The Court noted that both were influential academic staff and members indicated that although the timing of the departures was perhaps not ideal they were satisfied that steps were being taken to ensure that the departures did not have a negative impact on the areas concerned.

In response to questions regarding the University's membership of the Confederation of British Industry (CBI) the Principal told the Court that the matter would be debated at the Senior Management Team meeting the following day, but that as a result of the CBI's recent announcement of its formal position in relation to the Scottish Independence Referendum he expected that the University would suspend its membership of the CBI. The Court noted that the University's membership had been important in relation to the Employability, Enterprise and Entrepreneurship agenda, in particular with regard to access to graduate internships for the University's graduate skills award. Nevertheless, the Principal highlighted the importance that the University remain neutral in its position on the referendum and told the Court that it would not be appropriate for the University to be a member of a body with a stated political position regardless of which side of the debate that body was positioned.

The Court decided: to note the report.

64. TRANSFORMATION: DELIVERING THE VISION

The Principal introduced a paper from the Senior Management Team (SMT) which provided an update on progress made since the last meeting of Court in relation to the launch of a Voluntary Severance (VS) scheme for academic staff and the consultation on the Biomedical and Life Science Teaching project. The paper also contained proposals from the four Colleges in relation to additional reviews and projects designed to support the transformation process and deliver the 80-120 academic staff reductions previously intimated by the Court.

Members noted that following the approval of the launch of a VS scheme at the last meeting and subsequent consultation with the unions, the Scheme and its associated terms and conditions had been approved by electronic circulation and launched on 25 March 2014. The Principal told the Court that since its launch 17 formal VS applications and 11 notes of interest had been received, with one application having been approved to date.

The Principal drew attention to the request from the Senate that staff be advised if their employment was at risk as soon as possible when reductions were being considered.

Turning to the economic outlook he highlighted early indications from the budget-setting process were that the Court was likely to be asked in June to approve a deficit budget for 2014/15 and that financial projections for the following two years currently also showed a deficit. The Director of Finance confirmed that an initial round of budget meetings had resulted in a first draft budget deficit in the region of £8m once recent indications of a likely 2% pay settlement for 2014/14 had been included in calculations. A second round of budget discussions had reduced the deficit to around £4.5m, but while it was anticipated that further actions taken by senior management might improve this position further, this would not be enough to deliver a breakeven position. Members noted that the current figure included £1.8m of savings from the VS scheme (around 29 posts), but that the associated costs would be attributed to the current financial year. He also told the Court that if the proposed 87 staff reductions were achieved without other action in relation to, for example, income generation, then the forecast for the following two years showed a deficit of around £5m per annum.

In terms of the proposals from the four Colleges for additional reviews and projects to support the transformation process the Principal told the Court that the Heads of College had based their proposals on an analysis of the academic and financial sustainability of those areas for which they were responsible, focusing on issues such as academic reputation, impact, contribution to income generation, teaching effectiveness, contribution to the student experience and research performance in line with the University's vision. The Court noted that the total proposed academic staffing reduction of 87 posts had been broken down as follows: 25 from the College of Art, Science & Engineering (CASE), 18 from the College of Arts & Social Sciences (CASS), and a combined total of 44 from the Colleges of Life Sciences and Medicine, Dentistry & Nursing, which members noted was at the lower end of the indicated range required. Court noted that the estimated saving from these proposed reductions was approximately £5-6m and that there was therefore a parallel requirement to improve income generation as outlined in the College proposals.

In response to questions, the Principal told the Court that the University performed worse than benchmark competitors in terms of academic staff costs and average income per academic FTE and he emphasised the importance of reversing the downward trend in unregulated teaching income and making strategic investments in marketing, student recruitment and admissions. In response to questions the Director of Finance outlined some of the factors leading to the worsening financial projections including the likelihood of a higher than anticipated national pay settlement which, alongside incremental salary drift, amounted to approximately £3m, future increases in USS pension contributions and National Insurance and the reduction in unregulated teaching income described previously. He also confirmed that many other institutions were facing similar difficulties, but that over many years the University had not been able to generate sufficient enough budget surpluses to enable it to absorb such cost increases, with Dundee frequently placed towards the bottom of financial league tables in terms of its annual out-turn and its level of reserves. Members also referred to the key performance indicator reports later in the agenda and highlighted the need for Colleges to meet the indicated targets if the University was to be successful and financially stable.

While some members expressed surprise at the apparent rapid deterioration in the University's financial position, the Secretary reminded members of the scenarios that had been presented to the February Court meeting. The current figure of a £4.5m deficit was reasonably consistent with the worst-case scenario presented in February, especially when the likely national pay settlement of 2% (rather than 1% as budgeted) was taken into account, as this added a further £1m to the University's costs. He also emphasised that the budget-setting process had yet to be completed and that further improvements in the position might be achieved.

The Court agreed that it would be unacceptable for the University to project future budget deficits and supported the position of senior management that there was a need to act quickly and decisively to address the position. Members highlighted the prospect that any failure to address these issues might lead to the University losing the right to self-determination and being forced to accept courses of action imposed upon it by external parties such as the Funding Council. Noting that both staffing reductions and increased income generation would be required, the Court asked that once the budget setting process was sufficiently progressed a paper be produced which outlined in more detail the holistic package of measures and business plans in relation to income generation and investment that would sit alongside cost savings and deliver the level of improved financial performance required.

Turning to the Biomedical and Life Science Teaching project the Principal told the Court that management remained committed to avoiding compulsory redundancies where possible, but that legally there was a need for Court to authorise the formation of a Redundancy Committee in order that staff could be advised whether or not they were potentially at risk of redundancy. Noting that special meetings of the relevant School and College Boards had now taken place to allow consultation on the project, the Principal recommended that, subject to the Court approving the formation of a Redundancy Committee, a special meeting of Senate be convened to enable it to be consulted on the academic coherence of the project and make recommendations to the Court. The Principal also informed the Court that the Dundee University College Union (DUCU) had recently issued a formal 'failure to agree' notice over the issue of targeting posts for redundancy at the University.

In response to questions as to whether the proposed reductions in academic staff within the Biomedical and Life Sciences project were feasible, Court was advised that a rigorous analysis had been undertaken to determine the appropriate academic staffing level required to deliver the new curriculum and that a redistribution of workloads, including further involvement of staff of the College of Life Sciences School of Research in years 3 and 4, was inherent in the changes and would help to significantly enhance the student experience.

In relation to the proposal for a Redundancy Committee, and noting the legal definition of redundancy, the Court heard that the decision it had taken at its previous meeting not to establish such a Committee meant that the University could not lawfully inform affected staff that they were potentially at risk of redundancy or begin to make appointments to the posts associated with the revised curriculum. Timescales for implementing the new curriculum were such that further delay would jeopardise the University's ability to deliver the new approach to science teaching in time for the start of the next academic year. As a result only a more generic letter to all staff in the affected Schools had been issued, which had been designed to keep

them informed about the current status of the project and draw attention to the availability of the VS Scheme.

The Court discussed the nature of the academic staffing reductions proposed and the Principal drew attention to the fact that while reductions within the Biomedical and Life Science teaching project were focussed on teaching staff, a range of the other projects being brought forward by Colleges addressed issues of research performance and would affect research staff. Members noted that the ratio of administrative staff and support staff to academic staff at the University of Dundee was significantly below the benchmark, that previous VS schemes had further distorted this balance, and as such it was not intended that the scheme be opened up to non-academic staff.

Members agreed the need for urgent action and while they acknowledged the sensitivity of the issue and the concerns of staff, recognised the need to address the financial challenges the University faced. Members also reiterated the need to provide academic staff with certainty and honesty in terms of the required level of reductions and the areas affected so that they could evaluate the VS scheme from an informed perspective. In maintaining its position that the University should seek to avoid compulsory redundancies where possible, the Court noted that the Redundancy Avoidance Policy included the use of redeployment where the skills, attributes and experience of 'at risk' individuals matched vacancies arising.

In response to a question around the potential for efficiencies to be made in relation to senior roles and the management structure, the Principal told the Court that while there was a question of the most appropriate timing for a review of this kind given the level of change currently being proposed, he and the Senior Management Team had been giving active thought to this issue and to options that might be considered.

Turning to the proposal to establish a Redundancy Committee, members were informed that such a step would enable those involved in Biomedical and Life Sciences teaching to be made aware whether or not they may be potentially at risk (and why) and for the project to be taken forward, but that it would not in any way reduce the University's commitment to the use of the Voluntary Severance Scheme and the terms of its Redundancy Avoidance Policy. Court was therefore not being asked to appoint members to the Committee at this time but the Chair indicated that he would seek to identify Court members to serve on this Committee and seek approval for this in due course if necessary.

Given Court's decision in relation to the overall scale of the reductions in academic staff that were required, it also agreed that the Committee should be established not only so as to be available if necessary in relation to the Biomedical and Life Science teaching project, but also if required in relation to additional projects arising from the College proposals, subject to consideration of those projects by the Court. Noting that the terms of Statute 16 did not provide for student membership of the Redundancy Committee, the Court suggested that if there were no countervailing legal reason then a student representative should be invited to be in attendance at meetings of the Committee.

Returning to discussions on the next steps in the transformation agenda the Court noted that a number of projects had been identified by the individual Colleges and that with the Court's approval a consultation process would begin in relation to these

with a view to proposals being brought to the next meeting of Court for approval alongside further information in relation to income generation and budget projections.

Members discussed the application of Statute 16 in relation to the proposals presented and the proposed process for approval of projects and redundancies.

- The Court decided:**
- (i) to note the University's current and projected financial position and the need to take urgent action to ensure its financial security and sustainability;
 - (ii) to note the current position with respect to interest in and uptake of the VS Scheme to date;
 - (iii) following a vote, to approve by a majority of 12 votes to 4 with 2 abstentions the establishment of a Redundancy Committee under the terms of Statute 16 paragraph 10 and on the basis that it had decided that it was desirable that there should be a reduction in the academic staff as provided for in paragraphs 10 (2) (a) and (b) of Part II of that Statute;
 - (iv) to approve the draft remit for a Redundancy Committee subject to amendment of the draft remit to:
 - include a student member in attendance if legal advice confirmed this was permissible;
 - include provision for members of the Committee to obtain appropriate legal advice if desired;
 - include reference to the provision for appeals as set out in the Statute;
 - allow for a number of lay Court members to be appointed to serve on the Committee as required;
 - emphasise that the Redundancy Committee's role was to select and recommend the requisite members of the academic staff for dismissal by reason of redundancy and report its recommendations to the Court, and that it did not have the power to challenge the decision of Court that a redundancy situation had arisen.

Members agreed in terms of Part II of Statute 16 paragraph 11 (3)(a) that the Redundancy Committee should be chaired by a lay member of Court not being a person employed by the University.

Professor R Abboud and Dr DH Crouch asked that their dissent be formally recorded in relation to Court's decision to establish a Redundancy Committee.

- (v) to note that a paper would be submitted to the next meeting of Court that brought together proposals for academic staff reductions/cost savings alongside plans for investment/income generation in the context of the University's budget for 2014/15 and forward financial projections;
- (vi) to note that the reviews planned by Colleges currently proposed a reduction of 87 academic staff (with indicative numbers provided for each College) and to ask the Senior Management Team to deliver the required reductions in the context of Court's overall target of 80-120 posts;
- (vii) to support the proposal for an additional meeting of the Senate on 30 April 2014 to enable it to be consulted on the academic coherence of the Biomedical & Life Sciences teaching project, and if required to convene a special meeting of the Court to consider Senate's views and recommendations.

65. FINANCE & POLICY COMMITTEE

The Court received a report from the meeting of the Committee on 24 March 2014 (**Appendix 2**). The Convener outlined proposed updates to the Treasury Management Policy in relation to counterparty risks and limits. The Court also noted that the Pensions Sub-Group had recommended that the Remuneration Committee consider the matter of life-time pension allowances.

- The Court decided:**
- (i) to approve proposed changes to the Treasury Management Policy;
 - (ii) to note that the Remuneration Committee would provide a recommendation in due course in relation to life-time pension allowances; and
 - (iii) otherwise, to approve the report.

66. MAIN SFC GRANT LETTER AND BUDGET SETTING

The Director of Finance presented an update on Scottish Funding Council (SFC) grants and budget setting for 2014/15. The Court noted that at the time of the meeting the confirmed grant funding letter had not been received and that the update was therefore based on the indicative funding letter received on 24 January 2014.

The Court noted that the budget, which currently remained under development, was likely to forecast a deficit position for the 2014/15 academic year. The Director of Finance told the Court that the first draft of the budget had shown a significant deficit once an increased national pay settlement had been taken into account but that, as described in minute 64 above, the second round of discussions had reduced this deficit to around £4.5m and additional work would continue to try and reduce

this further, although this was unlikely to be sufficient to deliver a breakeven position.

The Court decided: (i) to note the report; and

(ii) to note that a paper outlining the 2014-15 budget would be presented in June.

67. GOVERNANCE

(1) Governance & Nominations Committee

The Court received a report from the meeting of the Committee on 24 March 2014 (**Appendix 3**). The Convener highlighted the recommendations made in relation to the appointment of lay members to vacancies arising on the Court. The Court also noted that the Convenership of the Finance & Policy, Audit and Remuneration Committees, the Endowments Sub-Committee, and the position of Chancellor's Assessor would be considered at the next meeting of the Committee on 12 May 2014, and the Convener invited members of the Court to contact him in this regard to enable their views to be taken into account.

The Court decided: (i) to approve the appointment of Mr Richard Bint as a co-opted lay member of Court for four years in the first instance from 22 April 2014 in terms of Statute 9(1)(l);

(ii) to approve the appointment of Mr Iain Howie as a co-opted lay member of Court for four years in the first instance from 1 August 2014 in terms of Statute 9(1)(l);

(iii) to approve the appointment of Mr Richard Bint to the Audit Committee from 22 April 2014 ; and

(iv) otherwise, to approve the report.

(2) Election of Members of Court

The Court decided: (i) to note the re-election of Mr Iain MacKinnon as DUSA President with effect from 1 July 2014.

(ii) to note the election of Mr Robin Van Mulders as the Independent Student Member on Court with effect from 1 August 2014.

(3) Proposed Amendment to Ordinance 40 (Student Discipline)

The Court decided: to approve in principle the changes proposed to: Ordinance 40 (Student Discipline), specifically the

inclusion of the Fire Safety Adviser (in respect of misconduct in University residences and University buildings in terms of breach of fire safety regulations) in the list of authorised officers, subject to the endorsement of the Senatus and ratification at a subsequent meeting of the Court.

68. AUDIT MATTERS

(1) Audit Committee

The Court received a report from the meeting of the Committee on 4 March 2014 (**Appendix 4**). The Convener highlighted the internal audit reports relating to Student Experience and PECOS. He also highlighted the recent Medicines & Healthcare Products Regulatory Agency (MHRA) inspection and the Court noted that a report was expected shortly, but that Professor Jill Belch (Research & Development Director, Tayside Medical Sciences Centre) had been satisfied with arrangements following the inspection.

The Court decided: to approve the recommendations within the report.

(2) Audit Contracts

The Director of Policy, Governance & Legal Affairs highlighted options for the appointment of internal and external auditors, noting that the appointment of auditors was a matter reserved to Court. He drew the attention of members to existing arrangements, the publication of the delayed Advanced Procurement for Universities and Colleges (APUC) framework for the procurement of internal and external audit services, and practices elsewhere in the sector.

The Court decided: (i) to approve the renewal of the external audit contract with Pricewaterhouse Coopers (PwC) for the provision of external audit services for the financial year 2013/14; and

(ii) to ask that officers investigate options for the provision of internal audit services from the academic year 2014/15 and bring forward an appropriate proposal via the Audit Committee.

69. UNIVERSITY STRATEGY TO 2017: KEY PERFORMANCE INDICATORS

The Court received reports outlining early data on the performance indicators contained within the Research, People, Estates and Learning & Teaching strategies.

Court decided: to defer discussions on the reports until the meeting of Court on 9 June 2014.

70. TAYSIDE ACADEMIC HEALTH SCIENCE NETWORK

The Court received a paper from the Vice-Principal and Head of the College of Medicine, Dentistry and Nursing which outlined a proposal to extend the existing

partnership with NHS Tayside through the formation of the Tayside Academic Health Science Network (TAHSc). Members noted that TAHSc had been designed to maximise clinical research potential through the integration of all clinical research activity within a single operational framework - building on existing cooperation between NHS Tayside and the University to combine basic and translational health research, clinical care quality improvement and education to create world-leading improvements in healthcare.

The Court noted that the proposal did not require financial commitment from the University and that it aligned to the strategy to improve health and wellbeing. In response to questions the Vice-Principal highlighted the impact of the existing partnership in terms of additional grant and unregulated funding capture.

Court decided: to approve entering into the Memorandum of Understanding between the University and NHS Tayside in relation to the proposed Tayside Academic Health Science Network.

71. VOLUNTARY SEVERANCE SCHEME: TERMS AND CONDITIONS

The Court received a copy of the terms and conditions of the Voluntary Severance (VS) Scheme as approved by electronic circulation to the Court on 20 March 2014 and launched on 25 March 2014.

Court decided: to formally ratify the approval of the terms and conditions of the Voluntary Severance (VS) Scheme.

72. SFC OUTCOME AGREEMENT

The Court considered the Outcome Agreement with the SFC which had been updated for 2014/15. The Court noted that the agreement had been approved by the SFC.

The Court decided: to endorse the agreement.

73. COMMUNICATIONS FROM THE SENATUS ACADEMICUS

The Court received a report from the meeting of the Senate on 26 March 2014 (**Appendix 5**). Members noted the Senate's discussion of the Court report to Senate, in particular in relation to the Transformation: Delivering the Vision and Biomedical & Life Sciences Teaching proposals.

The Court decided:

- (i) to approve changes to Ordinance 39 designed to include the Degree of Doctor of Engineering (EngD) subject to ratification at a subsequent meeting of the Court;
- (ii) to approve the recommendations concerning the conferment of the title of Professor Emeritus on Professor Chris Whatley;
- (iii) to note the dates of meetings contained in the academic calendar for 2014-15 subject to the inclusion of an

additional meeting of the Governance & Nominations Committee prior to the meeting of Court on 27 October 2014; and

(iv) otherwise, to note the report.

74. **ACADEMIC COUNCIL**

The Court received a report from the meeting of the Academic Council on 3 March 2014. The Court noted discussions relating to the transformation agenda and Voluntary Severance (VS) scheme.

The Court decided: for its part, to note the report

75. **STAFF**

Professorial and Other Grade 10 Appointments

Anton Gartner	Personal Chair of Genetics	1 January 2014
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APPENDIX 1

PRINCIPAL'S REPORT (Minute 63)

Looking ahead to the meeting on 22 April, Court discussions will no doubt be dominated by debate on the topic of delivering transformational change and the associated proposal to decrease academic staff numbers as discussed at the last meeting. While not wanting to pre-empt discussions on Paper D I thought it may be helpful to use my regular report to share with the Court my thoughts on why I believe action is urgently needed.

I would however like to preface these comments by saying that, while we are rightfully focussing on our productivity as an academic institution and as we look to address both our ambitious goals and the significant financial challenges outlined in papers elsewhere on the agenda, we should not lose sight of the strength of the University's reputation. Being consistently ranked in the top 200 of international league tables is a significant achievement, and early indications from the Times Higher Student Experience Survey are that we will have improved on last year's 8th position. Our core values, student experience, and academic provision remain at the heart of our approach and in the changing HE sector market these elements of the institution's reputation are more important than ever - to quote directly from the vision itself, excellence is a value that's easy to state, but hard to achieve, and yet it is something we are achieving across a broad range of activities.

What we have not done well is to build on our reputation in order to deliver robustly sustainable income growth and drive the cycles of investment needed for our planned development. In addition, we cannot ignore acute external funding pressures that must be addressed if we are to ensure the future sustainability of the institution. Beneath the league table positions referred to above lie significant structural issues that we must now focus on addressing before we can realistically set a course towards our ambitious goals. Prominent amongst these is that of static or declining external sources of unregulated funding. Members will note in papers D and F the projected budgetary deficit for 2014/15 and the potential for additional costs above those modelled. With income contributions from Colleges remaining static over the last 5 years, and set to fall by ~£1m for 2014/15 there is no doubt that the academic productivity of the institution must be addressed as a matter of urgency.

I have described in previous reports some of the challenges we face in terms of the range of factors having an adverse impact on our funding model. Core SFC teaching grant income to the University is essentially fixed and comes with demands that we improve efficiency year on year to cope with grants that have not been inflation-proofed for some years. For this reason our focus has rightfully been on the University's productivity and the development of income from unregulated income streams. We have a strong history of generating external funding for research, and at £68.4m (2012/13) research income is a major element of our annual turn-over, with core funding from the Scottish Government accounting for only about 36% of income. However research funding has always carried with it uncertainties and few research funding awards come with full economic costing (FEC) – a factor particularly relevant in the balance of our research funding sources. This places an emphasis on the importance of maximising unregulated teaching income from overseas student recruitment, short course provision, taught postgraduate programmes, Continuing Professional Education (CPE) and of course the relatively new Rest of UK (RUK) undergraduate student market.

The pattern of acceptance figures for crucial undergraduate markets will start to become apparent in May, and we are hopeful that recent investment in Admissions and Student Recruitment Services at the University will improve the conversion of offers to acceptances. Nevertheless early analysis shows that while we have increased applications and offers from MD40 and MD20 postcodes by 10% on the same point last year, undergraduate international and RUK student applications to uncontrolled subjects have continued to decline, by 8% and 21% respectively, with offers made to these groups falling by 7.5% and 18%. While increased conversion activity should lead to a better uptake rate than in the last cycle, it seems likely that the number of matriculated students from unregulated markets will decline or plateau and in turn that income from this important unregulated funding stream will

decrease in the short term. We continue to look to drive demand for applications in the next two cycles, however increased competition from English Universities - in particular once the recruitment cap is lifted for these institutions, along with strong competition from other Scottish institutions for RUK students will present further challenges to achieving the necessary recovery in a market where success appears not to be based so much upon financial pricing as on institutional reputation as perceived elsewhere in the UK and by our relatively weak performance in national league tables compared with our international standing.

In summary, I believe we must tackle the substantial challenges we are now facing through the multi-faceted approach proposed and discussed at the February meeting of Court and developed further in papers for the April meeting. We cannot and must not shirk from the requirement to reduce staff costs and reshape provision, but equally acutely, we must have courage to invest in posts that will enable us to compete more effectively in the unregulated fee markets.

To end my report on a more positive note, I would like to remind members that, despite the challenges, as ever there are good news stories and examples of excellence emerging from across the institution – many of which are outlined in the appendices, and these will form the basis upon which we continue to build toward an ambitious future.

On a different topic I have mentioned on several occasions our 5 Million Questions programme of events relating to the Scottish Referendum on Independence on 18 September 2014. The programme is hotting up as we enter the last 6 months before polling with many high profile speakers attracted to Dundee. I will give an oral update at the April Court meeting on thinking within the University about the potential impact on higher education whatever constitutional outcome is decided by the people of Scotland in September.

Professor Pete Downes

10 April 2014

Annex A**Senior Management Team Meetings (SMT)**

<http://www.dundee.ac.uk/academic/court/com/smt/>

Since the last report to the Court, the Senior Management Team met on 3rd March, 12th March and 9 April (2014) when the following matters were considered:

Corporate Issues

- College Strategy/Sustainability
- Operating Plans 2014/15-16/17
- VS Scheme Proposals
- Union meetings update
- Alumni Relations Strategy
- University Website Update
- TRAC participation
- Tayside Academic Health Science Network Memorandum of Understanding

Academic Management Issues

- Research Grants: Award Information and Trends
- CLS/CMDN Biomedical Teaching Provision
- ELIR Outcomes
- UNESCO City of Design Bid
- External Collaborations

Staff/HR Issues

- Senior Leadership Development Programme
- Workload Planning/Allocation of Scholarship time
- Promotion system for research fellows
- Academic promotions procedure and criteria
- Equality & Diversity – Athena Swan
- Strike Action

Annex B

Vice-Principals' Highlights

As with my previous report, I have asked the five Vice-Principals to highlight activities and achievements across the University that may be of interest to the Court. The list is not exhaustive and major grant awards and prizes are still contained within later appendices.

University of Dundee Graduate Skills Award

Now in its fourth year, applications for the award continued to rise with 194 students applying in this cycle. Applications were judged by Honorary Fellow of the University, Scott Brady with the award being presented to Ailsa Campbell for demonstration of skills developed in Group and Team Working, Professional Attitudes & commercial Awareness and in Communication and Literacy.

University of Dundee Student Volunteering Awards

The annual Dundee Student Volunteering Awards celebration event took place on 25 March 2014. The awards are designed to celebrate student volunteering in general and also to reward specific volunteers for their efforts. The ten categories of nomination include: International Student volunteer, Student Volunteer in a community setting and sports volunteer. The awards are part of a wider project at the University of Dundee to encourage more students to engage with volunteering to enhance their employability, develop their skills, gain experience and engage with the wider community.

Chiron Medal

Professor Sara Marshall was awarded the Chiron Medal by the Royal College of Physicians of Edinburgh in December of 2013. This recognises the exceptional leadership in developing mentorship for trainee clinical academic staff, which is illustrated in the creation of the Dundee Clinical academic Track.

DASMAN

The major overseas professional development and Taught Postgraduate programme led by the Medical School in Kuwait, via the Dasman Diabetes Institute, has been renewed for a further year. This is a very highly regarded initiative (commented on by the UK government and UKTI) and now has the opportunity to develop further in 2014 with wider research and teaching outreach.

Humanities Research at Dundee

The School of Humanities has established three new research centres: the Scottish Centre for Global History, Scottish Centre for Continental Philosophy, and Centre for Scottish Culture. This new approach aims to broaden the expertise of Humanities research and build on existing strengths across English, History and Philosophy.

50th anniversary of planning education at Dundee

A series of events will take place in 2014 to celebrate the 50th anniversary of planning education at the University. This coincides with the Royal Town Planning Institute (RTPI) centenary.

Education – Learning from Life

A group of students from the School of Education, Social Work and Community Education are embarking on a new initiative which has been developed as an innovative response to the Donaldson Report (<http://www.scotland.gov.uk/Resource/Doc/337626/0110852.pdf>), and is the first of its kind in Scotland. 'Learning from Life' is a placement which allows teacher education students to reflect on their personal and professional development out with the school environment. Examples of placements include orphanages, a highland dance school, Scottish Charity Air Ambulance and Guide Dogs for the Blind.

BBSRC Outreach Activity

Following on from the biannual 'Magnificent Microbes' event led by the College of Life Sciences Division of Molecular Microbiology, a team of six researchers from the division have been awarded

funding to represent the University of Dundee at a BBSRC outreach event in London in November 2014.

CASE Learning & Teaching Awards 2014

The CASE Learning and Teaching awards for 2014 were awarded to Professor Any Munns (Civil Engineering) for 'Increasing student engagement through the use of peer instruction and Turning Point', and Jackie Malcolm and David Snitches (DJCAD) for 'DJCAD Expansive Module' – a new expansive level 3 module which explores contemporary design values, issues and ethics bringing together students from across DJCAD disciplines.

Game Changer Awards

The University of Dundee was selected as a finalist in two categories at the Game Changer Awards, designed to recognise the role of Scotland's colleges and higher education institutions in the Glasgow 2014 Commonwealth Games. Our finalists included Dr Brian Hoyle and Dr Chris Murray with 'Celebrating Sport in Film and Comics' in the Creative and Cultural Award category, and Professor Michele Burman for Glasgow Commonwealth Games 2014: The Security Legacy (a collaboration with Stirling and Glasgow Universities) in the Research Impact Award.

More information on the achievements of staff and students within the Colleges can be found at:

- College Art, Science & Engineering: <http://www.dundee.ac.uk/case/>
- College Arts & Social Sciences: <http://www.dundee.ac.uk/cass/news/>
- College of Life Sciences: <http://www.lifesci.dundee.ac.uk/news/2013/>
- College of Medicine, Dentistry & Nursing: <http://www.cmdn.dundee.ac.uk/main-news>

The University's press releases can be found at <http://www.dundee.ac.uk/pressoffice/> and members can subscribe to the RSS feed from <http://feeds.feedburner.com/dundeeuniversity?format=xml>

Annex C

Major Grants and Awards

The following represent a selection of the grants and awards that have been awarded by funders in open competition since my last report. The awards have been selected to celebrate both the achievements of the staff involved, and the breadth of their success.

- **Professor K Labib** (MRC Protein Phosphorylation & Ubiquitylation Unit) £1.85m from the Wellcome Trust for Functional Dissection of the Eukaryotic Replisome (Senior Investigator Award).
- **Professor KG Storey** (Cell and Developmental Biology) £1.69m from the Wellcome Trust for Cellular and Molecular Mechanisms Regulating Neuronal Differentiation in Embryos and Adults (Senior Investigator application).
- **Mr G Nabi** (Division of Cancer Research) £499,936.00 from Prostate Cancer UK for Multiparametric MRI for Disease Characterisation and Guided Biopsy of the Prostate in Men Suspected of having Prostate Cancer (Joint with NHS Grampian).
- **Professor S M Parkes** (Computing) £494,160.00 from European Space Agency for Planet and Asteroid Natural Scene Generation Utility Tool Enhancement (PANGU-4).
- **Professor A J Flavell** (Plant Sciences) £463,688 from Biotechnology and Biological Sciences Research Council For BARLEY_NAM (ERA CAP Joint with Martin Luther University, Halle, The Hebrew University of Jerusalem, The Julius Kuhn Institute, Germany).
- **Dr KA Clark** (MRC Protein Phosphorylation & Ubiquitylation Unit) £417,367 from Arthritis Research UK for The Dissection of Novel Signalling Networks Controlled by the Salt-Inducible Kinases During the Resolution of Inflammatory Arthritis (Career Development Fellowship).
- **Professor I K Crombie** (Division of Population Health Sciences) £214,865.00 from NHS National Institute for Health Research for Reducing Alcohol Consumption in Obese Men (Joint with Newcastle University, University of Aberdeen, Dundee City Council, Stirling University and Glasgow University).
- **Professor J Connell** (College of Medicine, Dentistry & Nursing) £213,586.00 from Chief Scientist Office for Understanding the Genetic Regulation of Adrenal Steroid Hormones in Cardiovascular Disease - Developing a Stratified Approach to Cardiovascular Care (Joint with University of Glasgow)
- **Dr H Moseley** (Medical Research Institute) £211,784 from EC FP7 Capacities for EDOCALD Early Detection of Cancer Using Lasers Demonstrator (Joint with 2M Engineering Ltd, Compound Semiconductor Technology Global Ltd, TopGaN Ltd and FOCE International Technology BV)
- **Dr B Searle** (Geography) £109,336 from the Leverhulme Trust for Mind the (Housing) Wealth Gap: Intergenerational Justice and Family Welfare (joint with Universities of St Andrews, Birmingham and Essex).
- **Professor JE Clarkson** (Dental Health Services Research Unit (DHSRU)) £64,343 from NHS Health Technology Assessment Programme for Improving the Quality of Dentistry (IQuaD): A Randomised Controlled Trial Comparing Oral Hygiene Advice and Periodontal Instrumentation for the Prevention and Management of Periodontal Disease in Dentate Adults Attending Dental Primary Care (Joint with Universities of Newcastle, Glasgow, Manchester, Aberdeen and Edinburgh and Kings College London and NHS Education for Scotland).

- **Professor N Fyfe** (Geography) £55,144 from Economic and Social Research Council for University Consortium for Evidence-Based Crime Reduction (Joint with UCL, Birkbeck College, London School of Hygiene and Tropical Medicine, Institute of Education, University of Surrey, Cardiff University and University of Southampton).
- **Dr AR Black** (Geography) £21,189 from Natural Environment Research Council for Using Internet of Things Technology to Aid Earth Science Research (Joint with University of Southampton).
- **Dr W Kenefick** (History) £11,212 from Arts and Humanities Research Council for Nations Call: Our Place in the First World War.

Annex D

People and Prizes

The following examples of individual achievements, excellence, and awards have been selected as topics of potential interest for members to refer to while acting as ambassadors for the University.

- The *Colworth Medal*, the most distinguished award that a biochemical researcher in the early stages of their independent research can receive in the UK, has been awarded to **Dr Helen Walden** of the MRC Protein Phosphorylation and Ubiquitylation Unit. In winning the medal, Dr Walden becomes only the third female to win the award in its 50 year history.
- Academics from the University of Dundee have won an international endocrinology award in recognition of a paper published in a respected medical journal. **Professor Graham Leese, Professor Peter Donnan and Dr Ning Yu** were judged to have submitted the best paper published in the journal *Clinical Endocrinology* last year at the annual Societies for Endocrinology meeting in Liverpool.
- Two Interior Environmental Design students from Duncan of Jordanstone College of Art and Design (DJCAD) have been commissioned to create work for this summer's Commonwealth Games in Glasgow. **Craig Gilroy and Jordan Muir** will create installations for the Athletes Village at the Glasgow 2014 Commonwealth Games.
- **Graham Fagen**, a Senior Lecturer at Duncan of Jordanstone College of Art and Design (DJCAD) and one of the UK's foremost contemporary artists, has been chosen to lead Scotland's representation at the 2015 Venice Biennale. The Biennale is regarded as the largest and most prestigious visual arts exhibition in the world, and will attract millions of visitors from around the world.
- Two students and one graduate from Duncan of Jordanstone College of Art & Design were named winners of Creative Scotland Media Awards. **Nuria Valedon, Jeppe R. Nielsen and Alan McIlrath** picked up prizes at the Creative Loop Student Media Festival 2014.
- **Appointment to Charity Regulator Board.** Stuart Cross from the School of Law has been appointed as a Member of the Board of the Office of the Scottish Charity Regulator. Stuart Cross has been active in charity law for over 30 years both as a practising solicitor and academic.
- **Dr Robert Ryan**, a Principal Investigator and Wellcome Trust Senior Fellow in the University's Division of Molecular Microbiology, was awarded the Royal Society of Edinburgh /Patrick Neill Medal for his work in the field of microbiology, particularly the translational aspects of his work to develop new biomarkers, diagnostics and potential treatments for cystic fibrosis patients. The award is given to emerging researchers who have demonstrated outstanding ability.
- At the Sports Union Blues and Colours awards The *Stewart Campbell Trophy* was awarded to Life Sciences student **Hannah Dines**, who took part in the International Wheelchair and Amputee Sport World Games (IWAS) in the Netherlands, winning a Gold Medal and breaking the world record in race running.
- Professor Peter Davies from the Division of Civil Engineering, School of Engineering, Physics & Mathematics has been presented by the Royal Society of Edinburgh Lord Kelvin Medal for his outstanding contributions to the discipline of Fluid Mechanics, particularly Environmental Fluid Mechanics.

- The 2014 *Dundee Civic Award* has been won by Town and Regional Planning student **Stephen MacLeod** for his proposed redevelopment of one of the Dundee Waterfront's flagship plots.
- **Professor Claire Halpin** (Plant Sciences) and **Professor Mary Renfrew** (Mother and Infant Health) have been elected as Fellows of the Royal Society of Edinburgh (RSE).
- **Professor Stephen Greene** (Director of SCRN, College of Medicine, Dentistry & Nursing) an expert in diabetes in young people, has been chosen to give the prestigious *Arnold Bloom Lecture* at Diabetes UK's conference in Liverpool.
- **Dr Billy Kenefick** and **Dr Derek Patrick** were named as winners of the College of Arts and Social Sciences (CASS) Public Engagement Award for 2013-14 for establishing the Great War Dundee (GWD) Commemorative Project and leading the city-wide approach to commemorate the conflict.

APPENDIX 2

FINANCE & POLICY COMMITTEE
(Minute 65)

A meeting of the Committee was held on 24 March 2014.

Present: Mr R Burns (Convener), Principal Professor CP Downes, Professor RJ Abboud, Mr I MacKinnon (President, Students' Association), Mr KA Richmond, MR EF Sanderson.

In Attendance: Mr J Elliot; Director of Finance; Director of Campus Services; Director of Policy, Governance & Legal Affairs; Director of Strategic Planning; and Clerk to Court.

Apologies: Deputy Principal Professor SM Black, Mr R Bowie, Mr IDM Wright, Vice-Principal Professor K Leydecker, University Secretary.

1. MINUTES

Resolved: to approve the minutes of the meeting of 27 January 2014.

2. MATTERS ARISING

(1) Update on Student Recruitment (Minute 2(1))

The Committee received an analysis of data relating to undergraduate student acceptance figures across Scotland for the current and past three years which had been commissioned from UCAS. The paper focussed on trends within acceptances from Rest of UK (RUK) students, and members noted that the data confirmed the University's previous analysis that it had underperformed in this market relative to its competitors.

The Committee noted the range of initiatives which had been implemented in response, but noted that it was too early in the 2014 entry cycle to comment on acceptance patterns and that many of the initiatives, and especially the new marketing campaign, were focused on the 2015 entry cycle. Members expressed an interest in how the new scholarship package was being promoted to maximise conversion rates and noted that the process to appoint a Director of Marketing would commence as soon as possible.

The Committee heard that taught postgraduate applications for entry in 2014/15 had fallen from the level reported in 2013/14, and members were keen that marketing plans for the University took into account consideration of our priority markets.

Resolved: to note the report.

(2) Creative Funding for Research Exploitation (CURE) (Minute 12)

[Mr Andrew Richmond declared an interest as Non-executive Chairman of Frontier IP Group. The Convener invited Mr Richmond to remain during discussion of the item but he did not participate in the debate.]

The Committee received an update from the Secretary to the College of Life Sciences in relation to the Creative Funding for Research Exploitation (CURE) initiative. The paper provided clarification in relation to the financial model, and members noted that a number of investor days had been scheduled and that feedback from these events would be used to further refine the model. The Director of Finance confirmed that a more detailed proposal would be presented to the Committee along with any

approvals that were required in relation to any reinvestment of commercial income to support the overall project.

The Committee reiterated its support for the approach and suggested that officers may wish to consider if both the University and Frontier IP should share any changes in the model.

Resolved: to note the report.

3. MANAGEMENT ACCOUNTS PERIOD 6

The Committee received the accounts for the Period to 31 January 2014. The Director told the Committee that good progress continued to be made in recovering the budget shortfall previously reported.

The year-end forecast now stood at an operating deficit of £362k, a negative variance of £450k compared to the budget, but a positive variance of £121k relative to the Period 5 account forecasts. Members noted that the total cash and short-term investments had increased by £9.9m since the start of the year and now stood at £50.1m despite having repaid the £8.5m loan from the Royal Bank of Scotland.

The Director told the Committee that it was too soon to comment on budget modelling for 2014/15, but that it looked as though a surplus would be difficult to achieve and that 2015/16 was anticipated to be a difficult year financially.

Resolved: to note the report.

4. SFC MAIN GRANT LETTER

The Committee noted that the SFC Main Grant Letter had not been received at the time of the meeting, but that there had been no indication that there would be material changes from the indicative letter. The Director of Finance outlined key aspects of the indicative grant funding letter, from which members noted that grant funding was expected to increase by £1,294k, but that behind this figure was an assumed 1% efficiency saving. The cumulative total withheld for Rest of UK (RUK) students was expected to rise by £1.3m on top of the £3.2m withheld up to 2013/14. Members noted that this compared to actual fees of £2.56m (net of £315k means-tested bursaries) in 2013/14.

Members discussed the changes to the funding methodology which had affected the funding formula from 2012/13 onwards and noted that the University as a result was facing an ongoing funding reduction of around £1m per annum. The Principal confirmed that he would continue to speak with the interim Chief Executive of the SFC in relation to this matter.

Resolved: to note the update and await the delivery of the SFC Main Grant Letter.

5. SUBSIDIARIES & ASSOCIATE COMPANIES

(1) Six-Month Accounts

The Committee received half-year results for the following subsidiary and associate companies:

AMCET Ltd
 Dundee University Press Ltd (DUP)
 Dundee University Project Management Ltd
 Dundee University Utility Supply Company Ltd
 University of Dundee Nursery Ltd
 Dundee University Incubator Ltd

The Committee noted that a final board meeting for DUP would be arranged shortly, after which time the company would be considered dormant and the opportunity for the company to be wound up would be discussed.

Resolved: to note the results.

(2) Dundee Student Villages Ltd

The Director of Finance introduced an update on Dundee Student Villages Ltd (DSV). Members noted that since the last update the DSV Board had met with representatives from the Bank of Scotland and that all parties had agreed that the current financial model appeared unsustainable when projected into the longer term. The main concerns remained around the assumption that rents would be able to be increased by RPI+1% for 35 years to pay down the debt at the end of the projected life of the company, which the Board considered to be unrealistic in the context of affordability to students and the over-supply of student accommodation in the city. Projections reviewed by the Board indicated that stresses in the model would emerge around 2020 under a number of scenarios and Quayle Munro Ltd had been commissioned by the board of DSV to develop an alternative model which might be acceptable to the three partners of DSV. The Committee noted that the proposal from Quayle Munro was expected to be considered at the next DSV Board meeting on 29 May 2014.

The Committee was keen that the cost of accommodation be brought in-line with the Dundee market, and asked the Director to provide a further update following the Board meeting.

Resolved: to note the update.

6. ANNUAL REVIEW OF TREASURY POLICY

The Director of Finance introduced the annual review of the Treasury Policy. Members noted that the existing policy had last been updated in September 2013 and that the policy was largely judged to meet existing needs. The Director outlined proposed updates to the counterparty risk where it was proposed that ratings from Moody's be considered along with Fitch and Standard & Poor's. Changes to the Counterparty limits for Santander and Lloyds were also proposed to maximise returns on Euro deposits and limit exposure to banks where the ratings had been downgraded.

Resolved: to recommend to Court that it approve the amended policy (annex).

7. ESTATES & BUILDINGS REPORT

The Director of Campus Services introduced his regular report to the Committee. In doing so he updated members on the implementation of the proposed changes to the Campus Services organisational structure and members noted that the first meeting of the Estates Change Management Group would take place in the next few weeks.

The Committee also noted that an opportunity for a land swap with Dundee City Council in relation to the Park Place Primary School was being explored and that a more detailed paper would be presented to the Committee if discussions proved to be positive.

The Director went on to provide an update on progress in relation to the capital plan including: the Ninewells Library and Teaching Accommodation project, the Centre for Interdisciplinary Research (CTIR), the programme of works relating to the Duncan of Jordanstone College of Art & Design, early discussions in relation to the refurbishment of 1-3 Perth Road and the installation of a 4th Combined Heat and Power (CHP) generator.

Discussions largely focussed on the delay to completion of the CTIR building as a result of water ingress to the curtain walling and a pipework failure which had led to water entering the building through the risers. The Committee noted that the pipework failure had been addressed, but that as a result of water damage the contractors were advising of a revised completion date of 6 June 2014. The Director also told the Committee that following remedial works the issue of water ingress through the curtain walling had been resolved, but it was believed that there remained an issue with curtain walling at two elevations at the west end of the building. Members noted that responsibility for the issue was currently a matter of dispute and that the University had sought legal advice and appointed an independent advisor. The draft report from the advisor was at the time of the meeting being considered and would be issued to all parties prior to a meeting on 26 March 2014. If this approach proved unsuccessful in resolving the issue then arbitration would be considered.

The Committee noted that Phase 2 works on the Ninewells Library and Teaching Accommodation project had been completed on 15 January 2014, and that feedback from users had been very positive. Phase 3 works (lecture theatre refurbishment) were progressing well, with LT1 almost complete and the design team taking forward schemes relating to LT2 & LT3. The final stage D report for this phase was due in June 2014.

Turning to other projects, the Committee noted that the design team had met with users of 1-3 Perth Road and that a brief had now been prepared. The Director also highlighted on-going preparatory works in relation to the installation of a 4th CHP engine and members noted that Clarke Energy were due to commence works on site on 24 March 2014. The Committee also noted the update provided in relation to projects currently 'in dispute'.

Resolved: to note the report.

8. PENSIONS SUB-GROUP

The Committee received a minute of the meeting of the Pensions Sub-Group on 27 January 2014. Members noted that a response to the consultation paper from Universities Superannuation Scheme Ltd had been sent, but that the potential cost increases in relation to the scheme were significant - with an increase in employer's contributions from 16 to 21% projected to translate to an additional cost of £3.7m per annum at the University of Dundee. The Convener of the Sub-Group told the Committee that it would reconvene once further data became available.

The Committee noted the Sub-Group's discussions relating to the University's approach to employees reaching the lifetime allowance limit set by the government. In response to questions the Director of Finance confirmed that the University did not have a policy in place and the Committee noted that planned decreases to the limit would mean that the issue would impact upon a larger number of staff than it had previously. Noting that the Convener of the Sub-Group had undertaken to provide benchmarking data from across the sector in relation to policy frameworks and remuneration packages, the Committee suggested that the Remuneration Committee be asked to consider the matter further and make a recommendation to the Court.

Resolved:

- (i) to approve the minutes subject to minor amendment; and
- (ii) to recommend that the Remuneration Committee consider the issue of life time pension allowance and prepare an item on the issue for the consideration of the Court.

UNIVERSITY OF DUNDEE**TREASURY MANAGEMENT POLICY****1. INTRODUCTION**

This document sets out the policies, practices and objectives of the University's treasury management activities, as approved by the Finance and Policy Committee.

The University defines its treasury management activities as:

- The management of the University's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.
- The University regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Accordingly, the analysis and reporting of treasury management activities will focus on their risk implications for the University.
- The University acknowledges that effective treasury management will provide support towards the achievement of its business objectives. It is therefore committed to the principles of achieving value for money in treasury management, and to employing suitable comprehensive performance measurement techniques, within the context of effective risk management.

This policy is specific to cash management and therefore excludes the management of the permanent endowment assets which is managed separately by the Endowment Committee which is a sub-committee of Finance and Policy Committee. Any cash balances held by the University in relation to the permanent endowments assets and the capital associated with any expendable endowments will be managed as part of the overall University's cash balance and will therefore be covered by this policy and not the Endowment Committee.

The core principles the University will follow when investing money are:

- to make deposits secure;
- to ensure they have sufficient liquidity for their daily demands;
- to produce the highest return, once the first two considerations have been met.

No treasury management activity is without risk and therefore defining the level of acceptable risk is essential. The treasury policies are designed to minimise the risk of capital loss but cannot eliminate it entirely.

2. RISK MANAGEMENT

The Director of Finance will design, implement and monitor all arrangements for the identification, management and control of treasury management risk, will report at least annually on the adequacy/suitability thereof to the Finance and Policy Committee, and will report to the Finance and Policy Committee, as a matter of urgency, the circumstances of any actual or likely difficulty in achieving the University's objectives in this respect. In respect of each of the following risks, the arrangements which seek to ensure compliance with these objectives are set out in Schedule A.

2.1 Credit risk management

The risk of failure by a counterparty to meet its contractual obligations to the University under an investment, borrowing, capital, project or partnership financing, particularly as a

result of the counterparty's diminished creditworthiness, and the resulting detrimental effect on the University's capital or current (revenue) resources.

The University regards a key objective of its treasury management activities to be the security of the principal sums it invests. Accordingly, it will ensure that its counterparty lists and limits reflect a prudent attitude towards organisations with whom funds may be deposited, and will limit its investment activities to the instruments, methods and techniques listed in Schedule A: 1.1. The list will be reviewed on an ongoing basis by the Director of Finance and at least annually by the Finance and Policy Committee.

The Finance Director will have the power to temporarily remove (and then to reinstate) any counterparty if any current issues should result in doubts over that counterparty's ability to repay funds.

2.2 Liquidity risk management

The risk that cash will not be available when it is needed, that ineffective management of liquidity creates additional unbudgeted costs, and that the University's business objectives will be thereby compromised.

The University will ensure it has adequate though not excessive cash resources, borrowing arrangements, overdraft or standby facilities to enable it at all times to have the level of funds available to it which are necessary for the achievement of its business objectives. Funds available to the University are listed in Schedule A: 1.2.

2.3 Interest rate risk management

The risk that fluctuations in the levels of interest rates create an unexpected or unbudgeted burden on the University's finances, against which the University has failed to protect itself adequately.

The University will manage its exposure to fluctuations in interest rates with a view to containing its interest costs, or securing its interest revenues while maintaining the security of the invested funds. It will achieve this by the prudent use of its approved financing and investment instruments, methods and techniques, primarily to create stability and certainty of costs and revenues but at the same time retaining a sufficient degree of flexibility to take advantage of unexpected, potentially advantageous changes in the level or structure of interest rates.

2.4 Exchange rate risk management

The risk that fluctuations in foreign exchange rates create an unexpected or unbudgeted burden on the University's finances, against which the University has failed to protect itself adequately.

The University will manage its exposure to fluctuations in exchange rates so as to minimise any detrimental impact on its budgeted income/expenditure levels. The University will normally only retain funds in currencies to the extent that payments are due to be made in these currencies. This will be reviewed quarterly and any currency balances surplus to requirement will be transferred into sterling at the best rate achievable at that time. Further details are set out in Schedule A: 1.3.

2.5 Refinancing risk management

The risk that maturing borrowings, capital, project or partnership financings cannot be refinanced on terms that reflect the provisions made by the University for those refinancings, both capital and current (revenue), and/or that the terms are inconsistent with prevailing market conditions at the time.

The University will ensure that its borrowing, private financing and partnership arrangements are negotiated, structured and documented, and the maturity profile of the monies so raised are managed,

with a view to obtaining offer terms for renewal or refinancing, if required, which are competitive and as favourable to the University as can reasonably be achieved in the light of the market conditions prevailing at the time.

It will actively manage its relationships with its counterparties in these transactions in such a manner as to secure this objective, and will avoid over reliance on any one source of funding if this might jeopardise achievement of the above.

2.6 Legal and regulatory risk management

The risk that the University itself, or an organisation with which it is dealing in its treasury management activities, fails to act in accordance with its legal powers or regulatory requirements, and that the University suffers losses accordingly.

The University will ensure that all of its treasury management activities comply with its statutory powers and regulatory requirements.

2.7 Fraud, error and corruption, and contingency management

The risk that the University fails to identify the circumstances in which it may be exposed to the risk of loss through fraud, error, corruption or other eventualities in its treasury management dealings, and fails to employ suitable systems and procedures and maintain effective contingency management arrangements to these ends.

The University will ensure that it has identified these circumstances and has taken the appropriate action, including the provision of appropriate and adequate internal controls and insurance cover. These activities will be reviewed on a regular basis as part of the internal audit plan.

2.8 Market risk management

The risk that, through adverse market fluctuations in the value of the principal sums the University borrows and invests, its stated treasury management policies and objects are compromised, against which effects it has failed to protect itself adequately.

The University will seek to ensure that its stated treasury management policies and objectives will not be compromised by adverse market fluctuations in the value of the principal sums it invests, and will accordingly seek to protect itself from the effects of such fluctuations.

2.9 Covenant breach risk

The risk that the University fails to meet terms set by lenders which leads to default of loans and the resulting withdrawal of credit facilities.

The University will monitor its loan covenant compliance on an ongoing basis appropriate to the risk. The Director of Finance will report annually to Finance and Policy on this as part of the annual treasury management report. The University will seek to minimise the security requirements of new debt and maximise the opportunity of the existing debt portfolio

2.10 Inflation risk management

The risk that the University experiences a reduction in the real value of its monetary assets due to increases in the general level of prices for goods and services it consumes on a regular basis

The Director of Finance will monitor the potential impact of inflation and will report annually to the Finance and Policy Committee on the likely impact of inflation and any mitigation strategies that have been followed

3. DECISION MAKING AND ANALYSIS

The University will maintain full records of its treasury management decisions, and of the processes and practices applied in reaching those decisions, both for the purposes of learning from the past and for demonstrating that reasonable steps were taken to ensure that all issues relevant to those decisions were taken into account at the time.

4. APPROVED INSTRUMENTS, METHODS AND TECHNIQUES

The University will undertake its treasury management activities by employing only those instruments, methods and techniques detailed in Schedule A and within the limits and parameters approved by the Finance and Policy Committee.

5. ORGANISATION AND SEGREGATION OF RESPONSIBILITIES

The University considers it essential for the purposes of the effective control and monitoring of its treasury management activities, for the reduction of risk of fraud or error, and for the pursuit of optimum performance, that these activities are structured and managed in a fully integrated manner, and that there is at all times clarity of treasury management responsibilities. The principle on which this will be based is a clear distinction between those charged with setting treasury management policies and those charged with implementing and controlling these policies, particularly with regard to the execution and transmission of funds, the recording and administering of treasury management decisions, and the audit and review of the treasury management function.

The Director of Finance will ensure that there are clear written statements of the responsibilities for each post engaged in treasury management and the arrangements for absence cover. These are set out in Schedule B. The Director of Finance will also ensure there is proper documentation for all deals and transactions, and that procedures exist for the effective transmission of funds.

6. REPORTING REQUIREMENTS AND MANAGEMENT INFORMATION

The Finance and Policy Committee will as a minimum receive an annual report, covering:

- the strategy and plan to be pursued in the coming year;
- the performance of the treasury management function during the year, including the reasons for and the effects of any changes to the strategy set at the beginning of the year;
- the performance of any external service providers.

Further details are set out in Schedule B.

7. ACCOUNTING AND AUDIT ARRANGEMENTS

The University will account for its treasury management activities in accordance with appropriate accounting practices and standards, and with statutory and regulatory requirements in force for the time being.

The University will ensure that its auditors and any other bodies charged with regulatory review have access to all information and papers supporting the activities of the treasury management function as are necessary for the proper fulfilment of their roles, and that such information and papers demonstrate compliance with external and internal policies and approved practices.

8. CASH AND CASH FLOW MANAGEMENT

The Director of Finance will have responsibility for the cash management of the University and its subsidiaries as defined under this policy.

The Treasury Manager will prepare a weekly funds report detailing bank balances, deposits and borrowings and provide commentary on significant transactions.

Cash flow projections will be prepared on a regular and timely basis, and the Finance Director will ensure these are adequate for the purposes of monitoring compliance with treasury management practice on liquidity risk management.

9. INVESTMENTS

The Director of Finance together with the Director of Research and Innovation Services (RIS) will have responsibility for the management of investments in spin-out companies. The Director of Finance and the Director of RIS will report annually to Finance and Policy on the University's interests in spin-out companies, associates and subsidiary companies.

The Director of Finance will have responsibility for the management of all other investments. The investments in Government bonds inherited from the mergers of Duncan of Jordanstone Art College and Northern College will be redeemed as they fall due.

10. MONEY LAUNDERING

The University is alert to the possibility that it may become the subject of an attempt to involve it in a transaction involving the laundering of money. Accordingly, it will ensure that staff involved in this are properly trained and fully aware of the University's Fraud Prevention Policy.

11. STAFF TRAINING AND QUALIFICATIONS

The University recognises the importance of ensuring that all staff involved in the treasury management function are fully equipped to undertake the duties and responsibilities allocated to them. It will, therefore, seek to appoint individuals who are both capable and experienced and will provide training for staff to enable them to acquire and maintain an appropriate level of expertise, knowledge and skills. The Director of Finance will recommend and implement the necessary arrangements. For approved qualifications and training courses see Schedule D

12. USE OF EXTERNAL SERVICE PROVIDERS

The University recognises the potential value of employing external providers of treasury management services, in order to acquire access to specialist skills and resources. When it employs such service providers, it will ensure it does so for reasons which will have been submitted to a full evaluation of the costs and benefits. It will also ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented, and subjected to regular review. It will further ensure, where feasible and necessary, that a spread of service providers is used to avoid over reliance on one or a small number of companies. Where services are subject to formal tender or re-tender arrangements, the University's Procurement Policy will always be observed.

Where external service providers are appointed with the responsibility for day-to-day treasury matters the University will retain full responsibility for the safeguarding of its funds and setting the treasury strategy.

13. BANKING ARRANGEMENTS

The University recognises the importance of ensuring effective control over its bank accounts. All funds due to the University are deposited in accounts with the University's main bank unless otherwise approved by the Director of Finance. Banking arrangements will be subject to periodic review.

ANNEX
SCHEDULE AUNIVERSITY OF DUNDEE
TREASURY MANAGEMENT POLICY

1. RISK MANAGEMENT

1.1 CREDIT AND COUNTERPARTY LISTS

The University regards a prime objective of its treasury management activities to be the security of the principal sums it invests. Accordingly, it will ensure that its counterparty lists and limits reflect a prudent attitude towards organisations with whom funds may be deposited

The Director of Finance is responsible for monitoring the credit standing of approved counterparties. Where he/she has reason to believe that a counterparty's credit standing is or may become impaired he/she should apply lower limits than set out in this schedule or cease to use them. Any change to the counterparty list should be advised to the Finance and Policy Committee.

All counterparties must have a minimum short-term rating of F1 from Fitch, A1 from Standard & Poor's or P1 from Moody's. Where a counterparty has multiple ratings all the ratings should normally meet these requirements. The Finance and Policy Committee can authorise the use of counterparties where some, but not all, of the ratings meet these requirements as long as the ratings not meeting these requirements are no lower than F2 Fitch, A2 Standard & Poor's or P2 Moody's. These ratings will be reviewed at least quarterly for institutions in which funds are held and before any new funds are deposited. In addition to credit ratings, relevant information from financial advisors and the media will be taken into consideration.

With the exception of Royal London Cash Management, no deposits should be committed for a period in excess of 12 months.

As the Universities main facility is a rolling credit facility the policy is to minimise this facility whilst maintaining sufficient funds are always available to meet any short term liquidity needs. In the event that there are funds to deposit, the Director of Finance is authorised to deposit surplus funds of the institution with any of the organisations listed below to ensure achievement of the best net returns available.

The approved counterparty list is as follows:

<u>Counterparties</u>	<u>Limits</u>		<u>Account Type</u>	<u>Time Period</u>
University's main bankers – Royal Bank of Scotland	£20 m	50%	Special interest bearing account Fixed term deposits AAA rated money market funds*	Overnight Up to 12 months
University's main bankers – Barclays	£20 m	50%	Fixed term deposits AAA rated money market funds*	Up to 12 months
Royal London Cash	£15 m	30%	Certificates of deposit &	Up to 2

Management			interest bearing bank accounts	years
Lloyds Banking Group (including Bank of Scotland)	£20 m	50%	Fixed term deposits AAA rated money market funds*	Up to 12 months
Santander UK plc	£20.0m	50%	Fixed term deposits AAA rated money market funds*	Up to 12 months

* Total investments in money market funds should not exceed 10% of the total amount of cash and deposits

Royal London Cash Management (RLCM)

RLCM are permitted to invest in deposits and certificates of deposit with banks and building societies on an approved Credit List with a maximum limit of £1 million in any one name. RLCM may also invest an unlimited amount in UK Treasury Bills. The Credit List includes UK and non-UK Banks which must have a minimum Standard & Poor's short-term credit rating of A1. RLCM are permitted to invest up to £2 million for periods of up to 2 years; in practice, the majority of deposits are for 3 months.

RLCM acts as agent for the University. The Portfolio of investments is the property of the University and HSBC Bank acts as Custodian of the Portfolio holding all instruments or documents of title on behalf of the University. All cash transactions between the University and RLCM are credited or debited to Royal London Cash Management Client Trust Settlement Account with HSBC Bank on a same day basis. RLCM are not liable for any fraud or insolvency of the Custodian (HSBC) or our own Bankers therefore there is a low risk in respect of monies transferred to and from the Client Trust Settlement Account.

The University maintains a detailed list of RLCM transactions which is summarised for the Director of Finance as part of the weekly funds report.

The limits set out above may be amended only with approval of the University's Finance and Policy Committee.

1.2 LIQUIDITY

The University maintains an effective cash and cash flow forecasting and monitoring system which identifies the extent to which the University is exposed to the effects of potential cash flow variations and shortfalls on a daily basis.

The University currently has access to the following borrowing facilities.

Notice Period	Source	Funding Type	Facility Limit	Interest Rate	Review Date
2-Day Access	Barclays plc	Revolving Credit Facility	£34 million	Libor + 1.25%	Mar 2016

As the Universities main facility is a rolling credit facility the policy is to minimise this facility whilst maintaining sufficient funds are always available to meet any short term liquidity needs. This is need is met through holding funds within the current/overnight account with the University's main banker (Royal Bank of Scotland) and through the following Instant Access deposit facility.

Notice Period	Source	Funding Type	Minimum Total Deposit Level	Facility Limit
Instant Access	Royal London Cash Management	Certificates of Deposit	£1 million	Maximum deposits held: £15 million

1.3 EXCHANGE RATE EXPOSURE POLICY

The University's policy is to minimise exposure to exchange rate fluctuations. The University aims to conduct all transactions in GBP as its base currency and the currency which reflects the vast majority of its costs base. There will however be exceptions, such as EU research contracts, whereby the University will need to conduct transactions in other currencies.

The University does not operate any currency hedging arrangements. This is primarily due to the nature of many of these contracts that makes it difficult to predict the amount and timing of receipts with the necessary level of certainty. The University does maintain Euro and US Dollar accounts and where possible these will be used to match payments and receipts.

The main currency risk is within the area of research and commercial research contracts. The University has in place a policy (Schedule C) to monitor such contracts on an ongoing basis and thereby aim to minimise any adverse currency exposure.

Currency receipts, other than Euros and US Dollars, are converted into sterling upon receipt. Deposits of Euros and US Dollars are retained where appropriate to cover anticipated currency payments. The balances on these bank accounts are reviewed on a quarterly basis and any currency in excess of £500k plus known commitments is then translated into GBP.

The Director of Finance is authorised to buy and sell currencies with any of the organisations listed below.

Institution	Limits
University's Bankers	\$10 million Euro 5 million
Other UK Clearing Banks and approved counterparties (see 1.1)	\$5 million Euro 3 million
Financial Brokers (Registered by the FSA)	\$5 million Euro 3 million

The limits set out above may be amended only with approval of the Finance and Policy Committee.

1.4 REFINANCING

In the event that the University need to either renew existing borrowing facilities or obtain new facilities, the Director of Finance will report to the Finance and Policy Committee to explain the basis of any such requirement. Once approved in principal the Director of Finance, along with the University's financial advisors, will conduct an appropriate process with potential funders to secure the best terms for the University. Any arrangements are

subject to final review and approval by the Finance and Policy Committee as defined in the Schedule of Delegation.

**ANNEX
SCHEDULE B****UNIVERSITY OF DUNDEE
TREASURY MANAGEMENT POLICY****ADMINISTRATION****1. TENDERING**

The Director of Finance will review regularly the quality and cost of banking services and if deemed necessary will seek Finance and Policy Committee's approval for a tender exercise in respect of these services.

The tender process will be that normally followed by the University, contained within its Financial Regulations and Procurement Policy. The Finance and Policy Committee is responsible for the appointment of the service provider on the recommendation of the Director of Finance.

2. PERFORMANCE MEASUREMENT

Cash deposits will be reported at each month end showing amount, counterparty, period and interest rate. The report will also include interest rates offered by other approved banks.

3. ORGANISATION AND SEGREGATION OF RESPONSIBILITIES**3.1 FINANCE AND POLICY COMMITTEE**

- To agree to University's borrowing strategy.
- Approval of and consideration of amendments to the University's treasury management policy and practices.
- To review borrowing requirement and approve borrowing facilities.
- To receive and review the annual treasury report and any interim reports as deemed necessary.

The Director of Finance will provide an annual treasury report which will cover the following:

- Commentary on treasury operations for the year.
- Cash flow compared with budget and commentary on variances.
- Annual financial strategy for the next financial year.
- Proposed amendments to the treasury management policy statement.
- Matters in respect of which the treasury management policy statement has not been complied with.
- Analysis of currently outstanding loans, deposits and investments by instrument, counterparty, maturity and interest rollover period.

3.2 DIRECTOR OF FINANCE

The Director of Finance is authorised, subject to the provisions of the policy statement, to:

- Recommend the treasury management policy and practices for approval, reviewing the same regularly and monitoring compliance.
- Receive and review management information reports and to provide at least annually a treasury report to Finance and Policy Committee.
- Review the performance of the treasury management function and promote best value reviews.

- Ensure the adequacy of treasury management resources and skills, and the effective division of responsibilities within the treasury management function.
- Recommend the appointment of external service providers.
- Approve the deposit of surplus funds with counterparties other than overnight with the University's main bankers or Royal London Cash Management.
- Ensure the revolving credit facilities are operated within the limits agreed by the Finance and Policy Committee.
- Operate foreign bank accounts to the extent that they are necessary to facilitate the operational activities of the University.

3.3 FINANCIAL CONTROLLER

The Financial Controller will:

- Receive and review weekly fund reports.
- Manage treasury management resources and skills, and the effective division of responsibilities within the treasury management function.
- Supervise treasury management staff.
- Identify and recommend opportunities for improved practices.
- Authorise the execution of transactions in accordance with loan covenants and University payment policy procedures.
- Provide cover for the Treasury Manager.

3.4 TREASURY MANAGER

The Treasury Manager will:

- Execute transactions.
- Adhere to agreed policies and practices on a day-to-day basis.
- Maintain relationships with third parties and external service providers.
- Prepare and maintain systems documentation relating to the treasury function.
- Monitor cash flows on a daily basis.
- Submit management information reports to the Director of Finance as required.
- Prepare weekly fund reports

UNIVERSITY OF DUNDEE

TREASURY MANAGEMENT POLICY

The Treatment of Currencies in Research Projects.

A number of research projects within the university are funded in foreign currencies – mainly Euros, but also US dollars and other currencies. These can be either grants or contracts.

EU funded grants are received in advance of any work being done. When the cash is received it does not belong to the University but is effectively held in trust until the work is completed and a claim made. On receiving the cash the University has an asset (cash) and an equal liability (deferred income), both denominated in EUR. There is therefore no exchange exposure.

Periodic claims are made to the EU as work is carried out. The claims are submitted in EUR converting GBP costs into EUR at the official exchange rate ruling at the date of the claim. At that point EUR equal to the value of the claim are sold for GBP and an equal amount of deferred income is released to the income and expenditure account. All these transactions take place at the same rate and there is no exchange exposure. Any remaining EUR cash held for the grant is offset by an equal and opposite balance of deferred income.

In order to give PIs improved information, RCFO will produce budgets in sterling on the basis of the exchange rate prevailing at the date RCFO sets up a code for the project.

In order to make sure that PIs have up-to-date information about the remaining budget, budgets will be recalculated regularly to take into account movements in the exchange rate. This will be done at the then prevailing rate of exchange when either of the following happens:

- Invoice or grant claim prepared by RCFO
- Remittance received from funder

RCFO will also recalculate the budget at other times to make sure that it is restated at least once a quarter. The PI and his/her administrator(s) will be informed of any budget recalculations and will be responsible for staying within the recalculated budgets. Clearly currency movements are outwith the control of the PI or the University but, as the grant/contract is currency limited, we must remain within the total currency allowed. This will also ensure that claims are maximised in the event of positive movements.

There will be a recalculation at the point the final claim/invoice is prepared. The PI will be required to resolve any problems with over/under spends up to the sterling value of the final claim/invoice. It is recognised that the settlement of the final claim/invoice for some of these projects (especially European Commission funded projects) can be very late. So long as the project is within budget at the point the final claim/invoice is prepared, any subsequent exchange rate movement up until the date the final payment is received will be dealt with centrally.

The above will also apply to fixed price contracts which are priced at or above FEC. Where a fixed price has been set **below** FEC, the default position is that any positive currency movement will be used to off-set the FEC shortfall.

Where the PI is being asked to stay within a lower budget as a result of adverse movements, the overall principles should be the same as those relating to management of pay inflation constraints:

- Where possible, savings should be made from direct cost items to offset the reduced budget, for example staffing gaps during the period of the grant or an under-spend on non-pay budgets.

- If it is not possible to avoid exceeding the recalculated budget, then the College / School should review its other income sources to see if it possible to make up this shortfall elsewhere.
- If this is not possible, then the over-spend would need to taken into the income and expenditure account of the College / School.

**ANNEX
SCHEDULE D**

Approved qualifications

Association of Corporate Treasurers

The following qualifications are ideal but not mandatory

Certificate in International Treasury Management
AMCT Diploma in Treasury
MCT Advanced Diploma

Staff involved in day to day treasury matters should attend the following training:

BUFDG Cash and Treasury Management

Next review date

March 2015

Version control

Version number	Date	
2.01	26 March 2012	Review by A Hewett and changes arising from internal audit review dated 21 November 2011
3.00	26 March 2012	Approved by Finance Committee
3.10	25 March 2013	Use of AAA rated money market funds added to investment options – Finance and Policy Committee 25 March 2013 Addition of Santander to approved list of institutions – Finance and Policy Committee 21 January 2013
3.20	24 March 2014	Proposal to F&P Committee to increase limits with Lloyds and Santander. Clarification on credit rating requirements.

APPENDIX 3

GOVERNANCE & NOMINATIONS COMMITTEE (Minute 67)

A meeting of the Committee was held on 24 March 2014.

Present: Mr EF Sanderson (Convener), Principal Professor CP Downes, Professor RJ Abboud, Mr R Burns, Ms B Malone Ms M Tasevska.

In Attendance: Director of Policy, Governance & Legal Affairs; Policy Officer (Corporate Governance).

Apologies: Dr WGC Boyd, Dr DH Crouch, Mr IDM Wright, University Secretary.

1. MINUTES

Resolved: to approve the minutes of the meeting of 27 January 2014 subject to minor amendment.

2. APPLICATIONS FOR LAY COURT MEMBERSHIP

The Committee considered a report by the panel established to interview candidates shortlisted for lay Court membership. The Committee noted that all of the candidates were considered to have been appointable, but that the panel had unanimously recommended two candidates for appointment as lay Court members. Following discussion the Committee therefore agreed to recommend to Court that Mr Richard Bint be considered for appointment with effect from 22 April 2014 and that Mr Iain Howie be appointed with effect from 1 August 2014. Noting that it was established practice to invite new members to a meeting of Court in a shadow capacity the Committee further recommended that Mr Howie be invited to attend the meeting of Court on 9 June 2014 in this capacity.

The Committee discussed the gender imbalance in applications received for the lay Court positions. Acknowledging that the gender balance on Court was more favourable than at many other Scottish universities, the Committee was nevertheless disappointed not to have attracted more female applicants. The Committee noted that two of the six candidates shortlisted were female, but that one had withdrawn from the process prior to interview.

The Committee went on to discuss the two applications that it had previously decided to consider further if the initial round of interviews proved to be unsuccessful. Members decided not to interview these candidates at this time, but to retain their applications on file for future consideration.

Resolved:

- (i) to recommend to Court that it appoint Mr Richard Bint as a lay member in terms of Statute 9(1)(l) for the period 22 April 2014 to 21 April 2018;
- (ii) to recommend to Court that it appoint Mr Iain Howie (CV attached as Appendix 2) as lay a member in terms of Statute 9(1)(l) for the period 1 August 2014 to 31 July 2018; and
- (iii) to inform four interview candidates and two candidates who had not been interviewed that their applications would not be taken further on this occasion.

3. AUDIT COMMITTEE MEMBERSHIP

Noting that Mr Richard Bint was a Chartered Accountant, the Committee recommended that, should his appointment as a lay Court member be approved by the Court at its meeting on 22 April 2014, he be invited to join the Audit Committee at that time. The Committee noted that the Convener of the Audit Committee had been consulted and was content with the proposal.

Resolved: to recommend to Court that Mr Richard Bint be invited to join the Audit Committee.

4. ELECTIONS

The Committee noted the re-election of Mr Iain MacKinnon as President of the Dundee University Students' Association (DUSA), and the election of Mr Robin van Mulders as the Independent Student Member of Court, both with effect from 1 August 2014.

The Committee also received a report which set out the voting statistics for these elections and the participation figure across all DUSA elections. The Committee expressed its disappointment at the low turn-out (11.52%) and noted that despite the efforts of the DUSA executive, there was poor awareness of the roles across the wider student body. Members discussed a number of ways in which awareness could be raised and suggested that it may be helpful for DUSA to compare the turn-out for equivalent elections at other higher education institutions to identify the mechanisms by which higher turn-out might be achieved.

Resolved:

- (i) to note the re-election of Mr Iain Mackinnon as DUSA President for the period 1 July 2014 to 31 May 2015;
- (ii) to note the election of Mr Robin van Mulders as the Independent Student Member of Court in accordance with Statute 9(1)(k); and
- (iii) to suggest that an analysis of turn-out at student elections across the sector be provided by DUSA at a future meeting.

5. QUINQUENNIAL REVIEW OF COURT EFFECTIVENESS

(1) Review of Court Effectiveness Sub-Group

The Committee received the minutes from the meeting of the Sub-Group on 3 March 2014. Members noted that the group had agreed that the review should focus on the effectiveness of the Court rather than operational and procedural matters. The Committee also noted that the group had recommended that an external facilitator with experience of the higher education sector be sought to support the review and had asked the Director of Policy, Governance & Legal Affairs to approach facilitators within the LFHE Governance Review Team to discuss the requirements and costs of facilitation along with their availability.

The Director of Policy, Governance & Legal Affairs told the Committee that the Sub-Group had recommended that the facilitator be asked to attend at least one meeting of Court, two meetings of the committees of Court and also hold individual interviews with all members of Court as part of the review process. The Sub-Group had agreed that the questionnaire used in previous reviews and refined by officers and the Sub-Group should be used as one element of the review, and that the Library & Learning Centre (LLC) had since confirmed that it could support the questionnaire in an online format which could be managed and completed in an anonymous manner.

In response to questions the Director told the Committee that there were a number of items to be addressed during the review to improve compliance with the Scottish Code

of Good HE Governance, including the development of a skills matrix for Court, and that these would be taken forward during the course of the review.

Resolved: to note the report.

(2) External Facilitation

The Director of Policy, Governance & Legal Affairs introduced a paper outlining a proposal that the review be facilitated by Mr John Lauwerys who was a member of the LFHE Governance Review Team and a former Secretary of the University of Southampton. The Director told the Committee that he had spoken with Mr Lauwerys and while the quotation was higher than originally estimated he was satisfied that the proposal and its scope were appropriate and that Mr Lauwerys would be a suitable facilitator. Members were keen that the review be completed in time for the October 2014 meeting of Court so that the findings could be included within the governance statement in the annual accounts for 2013/14.

The Committee discussed the proposed attendance of the facilitator at Court, Finance & Policy, Human Resources and Audit Committee meetings and, noting that Mr Lauwerys was not available for the meeting of Court on 9 June 2014, proposed that he be invited to attend the meeting of Court in April. The Committee noted the benefits of this approach and was supportive of the recommendation. Members asked that the Director communicate arrangements for the review to all members of Court at the earliest possible time.

- Resolved:**
- (i) to ask the Director of Policy, Governance & Legal Affairs to confirm the appointment of Mr John Lauwerys as the external facilitator for the quinquennial review of Court effectiveness; and
 - (ii) to ask the Director of Policy, Governance & Legal Affairs to email Court members regarding arrangements for the review, including the attendance of the facilitator at the meeting of Court on 22 April 2014.

6. SUCCESSION PLANNING

The Convener reminded the Committee of succession planning issues that would arise before the end of the academic year including for the positions of: Chancellor's Assessor, Convener of Finance & Policy Committee, Convener of the Endowments Sub-Committee and Convener of the Audit Committee.

The Committee discussed the qualities which would be desirable for the position of Chancellor's Assessor given the revised remit of the role as the senior independent member of Court. Members also discussed the value of a skills matrix in considering the candidates for the positions. Noting that there were a number of strong candidates for each of the positions, members agreed that the matter should be further discussed at the next meeting when more members of the Committee were available to contribute to the debate.

Mr EF Sanderson
Convener

APPENDIX 4

AUDIT COMMITTEE
(Minute 68)

A meeting of the Committee was held on 4 March 2014.

Present: Mr J Elliot (Convener), Mr I Stewart.

In Attendance: Mr R Burns; University Secretary; Director of Finance; Director of Policy, Governance & Legal Affairs; Ms B Grieve (KPMG); Mr K MacPherson (KPMG); Mr A Shaw (KPMG); Mr M Timar (PwC) and Clerk to Court.

Apologies: Ms B Malone and Ms SS Morrison-Low

The meeting was preceded by a training and development session led by Mr Andrew Hewett (Director of Finance) and Dr Neale Laker (Director of Policy, Governance & Legal Affairs) focussing on the timing, requirements and approach to audit at the University of Dundee.

With only two members present, the meeting was declared inquorate. The members present decided to consider the business of the Committee and make recommendations for approval by the Court.

1. MINUTES

The Committee recommended: the minutes of the meeting on 25 November 2013 be approved.

2. MATTERS ARISING

(1) Post-Investment Appraisal (Minute 2(4))

The Director of Finance presented a template for post-investment appraisal reports. Members noted that the template addressed financial variances, changes to completion schedules and feedback from users on the standard and suitability of the completed project. The Committee confirmed that the template met their expectations. The Director told the Committee that post-investment appraisals would be presented at the next meeting of the Audit Committee on 21 May 2014 for significant projects completed within the last two years.

The Committee recommended: that the template be implemented for projects completed within the last two years.

(2) Whistleblowing (Minute 2(4))

The University Secretary told the Committee that the panel had investigated the additional allegations received in relation to the whistleblowing disclosure reported at the last meeting and that the allegations had not been upheld. He told the Committee that some improvements had been recommended to processes within the department involved, and that a report would be provided to the next meeting of the Audit Committee on 21 May 2014. Members were keen that the report also consider if the current whistleblowing procedures were proportionate and appropriate when successive allegations were received.

The Committee recommended: that the report into the investigation be considered at the next meeting of the Audit

Committee and that it include recommendations for the handling of successive allegations.

3. INFORMATION SECURITY UPDATE

The Chief Technology Officer and Chief Information Officer provided an update on progress in relation to each of the recommendations made in the internal audit on Information Security in September 2013. The Committee noted significant progress had been made in relation to these recommendations - in particular in relation to staff awareness of information security matters. The Committee suggested that the issue remain a standing item on the agenda for the present, but asked that the Chief Technology Officer and Chief Information Officer include within future reports commentary on the approach to the biggest emerging risks to information security at the University.

The Committee recommended: that progress be noted and that the Chief Technology Officer and Chief Information Officer be asked to provide a further report at the next meeting of the Committee on 21 May 2014.

4. CONVENER'S REPORT

The Convener told the Committee that since the last meeting he had met with the Management Accountant within the Finance Directorate to review and sign off the University's Transparent Approach to Costing (TRAC) return.

The Committee recommended: that the update be noted.

5. INTERNAL AUDITORS

(1) Financial Controls - PECOS

The auditor presented a report examining the Professional Electronic Commerce Online System (PECOS) in respect of financial controls. Noting that a project board had been convened to oversee the implementation of the system following lessons learnt from previous experience, the report focussed on the appropriateness of controls and preparations for the first full roll-out to the College of Medicine, Dentistry & Nursing. Areas of good practice were highlighted and four moderate risk recommendations were made which related to financial regulations, College finance contacts, the training of College staff and implementation timetables.

The Committee recommended: that the report be noted.

(2) Student Experience

The auditors summarised their report on the review of student experience. The Committee noted that the review focussed on information technology matters as this aspect of the student experience had not been included within the internal University review of the student support environment in June 2013, at which time UoD IT had been undergoing structural and leadership changes.

The auditors made three moderate recommendations and one low risk recommendation, with the moderate risk recommendations relating to: Service Desk documentation, the streamlining of internal structures, and functionality of the University's Virtual Learning Environment (VLE). Members noted that the University had been proactive in seeking feedback from students to improve facilities, and that planned alterations to the structure of IT support provision would address many of

the recommendations when implemented. Members also noted that the current VLE, Blackboard, was one of several virtual learning environments now in use at Dundee and that a review was planned of the University's approach to this area. In response to questions, the Vice-Principal (Learning & Teaching) highlighted the role of the new Student Experience Operations Committee in focusing efforts on the improvement of the student experience.

The Committee recommended: that the report be noted.

(3) Status Update Report

The auditors presented their report detailing the status of audits relative to the audit plan for 2013-14. Members noted minor adjustments to the timing of two audits to accommodate the availability of key staff.

The Committee recommended: that the report be noted.

6. **HEALTH & SAFETY SUBCOMMITTEE**

The Committee received a report of the meeting of the Sub-Committee on 15 January 2014. Members noted the annual statistics relating to accidents, near misses, ill health, occupational health, fire and training.

The Committee recommended: that the report be noted.

7. **TRANSPARENT APPROACH TO COSTING (TRAC) RETURN**

The Committee reviewed the University's TRAC return for 2012/13, which had been submitted at the end of January 2014. The Convener, at that time, had confirmed compliance with the TRAC statement of requirements, and the Committee was invited to endorse his action.

The Director of Finance outlined two significant adjustments within the return relating to infrastructure valuation and capital investment and its expected financial return. Members noted that an internal breakdown of the data by College would be provided to Colleges for internal use, and that it had proved helpful to Colleges in 2012/13 in considering efficiencies.

The Committee recommended: that it record its satisfaction that the return had been prepared in accordance with the TRAC Statement of Requirements.

8. **LEGAL MATTERS**

The Committee received a routine report detailing the current legal cases involving the University, including updates since its last meeting. Members noted progress had been made in relation to a number of cases.

The Committee recommended: that the report be noted.

9. **INCIDENT OF FRAUD**

The Director of Finance informed the Committee of an incident of fraud which had come to light. The fraud had emerged as a result of the receipt by the University of a VAT invoice from a non-registered company operating from a business unit on the campus. The lease on the retail unit was subsequently terminated and the local police and HMRC had been informed. As a result of the incident, the lease agreement and renewal procedure would be updated to try to prevent any future incidents of this nature.

The Committee recommended: that the report be noted.

10. **FOLLOW-UP TO INTERNAL AUDIT RECOMMENDATIONS**

The Committee received a report from the Policy Officer (Corporate Governance) which outlined the status of recommendations made previously by the internal auditors. The Committee noted that the interim management-led report had been designed to provide the Committee with assurance that the recommendations were being implemented in accordance with management responses made at the time of the reports. The Committee noted an improvement in the progression of recommendations since the implementation of the additional mid-year follow-up and members noted that the internal auditors would perform their own annual follow-up in June 2014.

The Committee recommended: that the report be noted.

11. **MEDICINES & HEALTHCARE PRODUCTS REGULATORY AGENCY (MHRA) – NOTICE OF CLINICAL TRIALS INSPECTION**

The Director of Policy, Governance & Legal Affairs told the Committee that the Medicines & Healthcare Products Regulatory Agency (MHRA) would be carrying out a clinical trials inspection from 17 to 20 March 2014. The Committee noted that arrangements for clinical trials were delegated to the Tayside Medical Sciences Centre (TASC) and that Professor Jill Belch (TASC Research & Development Director) was satisfied that appropriate arrangements were in place in the lead up to the inspection.

The Committee recommended: that the dates for the inspection be noted and that TASC be asked to provide an annual report to Court to ensure that Court had appropriate oversight of its work.

The internal and external auditors left the meeting at this point.

12. **AUDIT CONTRACTS**

The Director of Finance told the Committee that the publication of the Advanced Procurement for Universities and Colleges (APUC) framework agreement for the procurement of internal and external audit services had been further delayed and was now expected to be published in early March 2014. The Committee noted that the current external audit contract (PwC) expired on 31 July 2013 but could be extended to 31 July 2014 with the option to extend to 31 July 2015. The internal audit contract (KPMG) had already been extended to 31 July 2014 and it was not possible to further extend this contract.

The Committee noted the benefits of aligning the internal and external audit tender processes and also the timetables for appointing auditors through the APUC framework or otherwise through European tender. Members were concerned at the potential for further delay in the publication of the framework and the resulting impact on the tendering process. Following discussion members asked officers to investigate a number of options for the renewal and appointment of audit services and to circulate to the Committee options once investigations were complete.

The Committee recommended: that officers circulate options to the Committee before the next meeting of Court on 22 April 2014.

Mr J Elliot
(Convener)

APPENDIX 5**COMMUNICATION FROM THE SENATUS ACADEMICUS
(Minute 73)****(Meeting of 26 March 2014)****1. PRINCIPAL'S REPORT**

The Senatus received a report from the Principal on issues arising from the most recent meetings of the Senior Management Team.

The Principal introduced his report by informing Senate of confirmation by Police of the sad death of Susan Reid, a valued and long-serving member of the Library and Learning Centre staff, who had been missing for many weeks. Senate joined the Principal in offering condolences to Susan's family and to her friends and colleagues both in the Library and Learning Centre and across the University.

With reference to the events arranged to celebrate International Women's Week in March, the Principal asked Senate to note, in particular, the Queen's Anniversary Award to Professor Black and CAHid and the award of the Biochemical Society Colworth Medal made to Dr Helen Warden in the College of Life Sciences.

The Principal noted these achievements had brought into sharp focus the need to maintain equality and diversity commitments as an integral part of the University's Vision in the knowledge that a mixed and well-balanced academic community would always work better than one that unfairly excluded or under-valued people.

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

2. UNIVERSITY COURT

The Senatus received a communication from the meeting of 17th February 2014.

The Principal introduced the Report by observing that the document contained a very detailed account of the discussions at Court and reflected the broad range of views that were expressed over the University's financial position and the proposal to seek a reduction in the number of academic staff through the operation of a Voluntary Severance (VS) Scheme.

The Principal reminded Senate of the context for the proposals and noted that the pressing drivers for change, which included both external pressures and internal ambitions as expressed through the University Vision, were on a scale that required a multi-layered approach to combine operating cost reduction and net income generation.

The Principal reported that Court had decided to approve the proposal that, after consultation with the campus unions on the terms and conditions, a VS scheme should be opened for application by members of the academic staff in order to facilitate a reduction of between 80 and 120 academic staff posts, and confirmed that after due consultation the Scheme had been opened and academic staff informed.

On the role of Senate in the process, the Principal underlined the importance of maintaining the academic integrity of the University's degree programmes and research activity in times of change and the crucial role of Senate to act as the guardian of the institution's academic standards and the quality of the student experience.

Senate was also asked to note that a review of teaching on undergraduate biomedical science programmes had produced a separate specific proposal to reduce academic staff numbers as

a result of efficiencies made possible by closer collaboration and coordination between the two Colleges involved.

In response to a question the Principal confirmed that Court had given approval for only the launching of the VS Scheme and the further consultation on the proposals in biomedical sciences; any further proposals in other areas would also be put before Court for consideration. In response to further questions, on the approval status of the specific biomedical science project, the Principal explained that Court had given indicative approval for the Project to go ahead and that the implementation would involve consultation and approval through School and College structures and procedures to enable proper scrutiny and oversight in terms of academic coherence, quality and the student experience.

The Principal outlined the next steps involved in the implementation of this and any subsequent proposals and asked Senate to note that, in some cases, special meetings of School and College Boards might be necessary and they would report to Senate in due course in the normal way, enabling Senate to fully exercise its right to make recommendations to Court on academic matters contained in the detailed plans under consideration.

Senate heard that the Dundee University and College Union (DUCU) would not support the proposed targets for staff reductions and would argue that members of Senate should have the opportunity to vote on any proposal put before it.

The Principal explained that Senate would have the opportunity to consider proposals in terms of their impact on the academic life of the University and make recommendations to the Court accordingly. The Principal argued that although Court needed to hear the views of Senate on these matters it was clear that Court had the final responsibility for the University's financial health and sustainability and had to make informed decisions in the best interests of the University.

The Vice-Principal (College of Art, Science and Engineering (CASE)) outlined the approach that CASE would take to the VS Scheme explaining that applications would be considered in the context of College strategic investments and academic priorities.

Members of Senate emphasised the need for a fair and transparent process and urged that staff in posts that fell within a particular review or project be given the earliest opportunity to make informed decisions. Some members were also concerned with the timescales involved and the amount of influence that Schools could have on the process. The Vice-Principal (CASE) argued that Schools and Colleges would have a meaningful part to play in the process by providing the strategic context and data needed for decisions to be taken on VS applications on the one hand, and the development of additional proposals on the other.

The Principal confirmed that at this stage Senate was being asked to note the report from Court and the decisions taken to open the VS Scheme and to proceed with the project to rationalise biomedical science teaching.

The Principal reiterated that the investment needed to support the University's ambitions would only become possible if cost reductions were combined with increases in marginal income generation by recruiting substantially higher numbers of Rest of UK (RUK) and international students. Senate noted that growing income from these sources would be challenging and required a reversal of the University's recent performance in this area. The Principal concluded by noting that strategic investment in the infrastructure to support growth in unregulated tuition fee income had been made and that many Schools were in the process of reviewing and realigning their taught postgraduate provision in line with the University's strategic priorities.

The Senatus decided:

to note the report.

3. PROMOTION PROCEDURE and CRITERIA

The Senatus received the Procedure for Application for Promotion applicable to academic staff.

The Vice-Principal (Learning & Teaching) introduced the procedure and noted that it formed part of the promotions policy presented at the previous meeting of Senate and was focussed on rewarding excellence in learning and teaching in the context of the University's Vision and core values. Members of Senate sought clarification on a number of implementation details and asked in particular for the format of the CV needed in support of applications to be aligned with the format required for the *Pure* research information system.

Senate strongly endorsed the Procedure and thanked the Vice-Principal and the Director of Human Resources for leading the work that produced the new Policy.

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

4. INTERNATIONALISATION COMMITTEE

The Senatus received a report from the Internationalisation Committee meeting of 18th February 2014.

The Deputy Principal introduced the report and asked Senate to note that members of the Committee had been involved in a number of international recruitment events overseas and that future activity would involve work to define and report on appropriate metrics in support of the University's internationalisation agenda.

The Senatus decided: to approve the report.

5. RESEARCH COMMITTEE

The Senatus received a report from the Research Committee meeting of 6th March 2014.

The Deputy Principal (Research Governance) introduced the report and asked Senate to note, in particular, the intention of the Committee to develop proposals aimed at increasing the number of postgraduate research students with an initial focus on research student funding and scholarship issues.

The Senatus decided: to approve the report.

6. LEARNING & TEACHING COMMITTEE

The Senatus received a report from the Learning & Teaching Committee meeting of 10th March 2014.

The Vice-Principal introduced the report and asked Senate to note the proposal to disband the current Employability, Enterprise and Entrepreneurship Committee and constitute a new Employability Sub-Committee of the Learning & Teaching Committee and a new Enterprise and Entrepreneurship Sub-Committee of the Wider Impact Committee.

The Vice-Principal also asked Senate to note the Key Performance Indicator progress report that had been considered in detail and refined by the Committee and members of Senate were invited to address comments or concerns on any aspect of the report to the Vice-Principal by correspondence, prior to its submission to the Court in April 2014.

The Senatus decided: to approve the report.

7. ACADEMIC COUNCIL

The Senatus received the Minutes of a meeting of the Academic Council held on 3rd March 2014, for information.

The Minutes were introduced by the Convener of the Academic Council Standing Committee who gave a short presentation to promote the activities of the Council and its elected Standing Committee.

The Convener emphasised the representational role of the Council and outlined a number of changes intended to make the Council more accessible and relevant to staff including improvements to the Council's webpages, earlier access to agendas and minutes and making better use of communication channels to encourage staff participation.

Senate noted the important role that the Council could play in efforts to improve internal communication and welcomed the recent modest increases in attendance.

Members of Senate expressed support for the current initiatives to raise awareness and promote participation and noted that the Academic Council would be included in the wider review of the effectiveness of University governance structures.

The Senatus decided: to note the report.

8. ORDINANCE 39

The Senatus decided: to recommend to Court the amendment of Ordinance 39 to include the Degree of Doctor of Engineering (EngD).

9. DUSA ELECTIONS

The Senatus decided: to note the results of the DUSA Executive Elections held in March 2014:

DUSA President:	Iain MacKinnon
Deputy President:	Stefan Tomov
Vice President Communications and Campaigns:	Zuchaela Smylie
Vice President of Student Welfare:	Elena Angeloupoulou
Vice President of Student Activities:	Douglas Schreiber
Vice President Engagement:	Joe Royce
Honorary Secretary:	Tim Hustler
Independent Member of Court:	Robin Van Mulders

10. PROFESSOR EMERITUS

The Principal noted that Senate had been informed of the retirement of Professor Chris Whatley, Vice-Principal and Head of College of Arts and Social Sciences, at its previous meeting.

The Principal paid tribute to the contribution made by the Vice-Principal during 35 years of service that included tireless work in building History into a five-star research department and leading the foundation of the College of Arts and Social Sciences and establishing it as a vibrant and effective part of the University's new structure.

The Senate joined the Principal in expressing its thanks to the Vice-Principal in the traditional manner.

The Senatus decided:

subject to the concurrence of Court, to confer the title of Professor Emeritus upon Professor Christopher Whatley.

11. ACADEMIC CALENDAR

The Senatus received the draft Academic Calendar for 2014/15 (Annex).

Annex

DRAFT ACADEMIC CALENDAR 2014-15

August 2014

4	Mon		Resit examinations begin
15	Fri		Last day of resit examinations
18	Mon	C	Finance and Policy Committee 2pm
22	Fri		Last day for announcement of results
			Last day for issue of Termination letters
			Information Management Committee 11am

September 2014

8	Mon		Welcome Week	Wk 0
			Last day for lodging appeals	
9	Tues	C	Health and Safety Sub-C 10am	
10	Wed		College Board of Medicine, Dentistry & Nursing 3.30 pm	
11	Thurs		Last day for School Committee Termination meetings	
		C	Court Retreat starts at 4pm	
12	Fri		Last day for Matriculation	
		C	Court Retreat ends at 4pm	
15	Mon		First issue of Termination of Studies (Appeals) Committee agenda	Wk1
			Semester 1 begins	
16	Tues	S	Postgraduate Affairs Taught Sub-Committee 10am	
		S	Research Governance & Policy Sub-Committee 3pm	
			University Opening Service 5.15pm	
17	Wed	S	Termination of Studies (Appeals) Committee 9.15am	
18	Thurs	C	University/Unison Joint Committee 10am	
		C	University/Unite Joint Committee 11am	
			Employability Sub-Committee 2pm	
19	Fri	S	Research Degrees Sub-Committee 10am	

22	Mon	S	Quality Enhancement Sub-Committee 10am	Wk 2
23	Tues	S	Internationalisation Committee 9am	
		C	Audit Committee 2pm	
25	Thur	S	E-Learning Sub-Committee 2pm	
26	Fri	C	University/UCU Joint Committee 10am	
29	Mon	S	Senate Business Committee 9am	Wk 3
			College Board of Art, Science and Engineering 3pm	
30	Tues	C	Human Resources Committee 10am	
			College Board of Life Sciences 3.30pm	
			College Board of Arts & Social Sciences 4pm	

October 2014

2	Thurs	S	Learning and Teaching Committee 10am	
3	Fri		Senior Staff Workshop 9am	
6	Mon	C	Governance & Nominations Committee 10am	
		S	Research Committee 1pm	
		C	Finance and Policy Committee 2pm	
			Dundee Autumn Holiday	
8	Wed		Personal Chairs Committee 2pm	
10	Fri		Information Management Committee 11am	
13	Mon			Wk 5
14	Tues		Student Recruitment and Admissions Committee 10am	
15	Wed	S	Senate 2pm	
20	Mon			Wk 6
21	Tues	S	Monitoring & Advisory Group on Appeals, Complaints and Discipline Procedures 10am	
22	Wed	C	Welfare and Ethical Use of Animals Committee 2pm	
27	Mon	C	Court 2pm	Wk 7
28	Tues	S	Quality Forum Sub-Committee 10am	
29	Wed	S	Postgraduate Affairs Taught Sub-Committee 10am	

- 30 Thurs S Wider Impact Committee 10am
 31 Fri S Research Degrees Sub-Committee 10am

November 2014

- 4 Tues Academic Council Standing Committee 1pm Wk 8
 6 Thurs Employability Committee 2pm
 7 Fri S Senate Business Committee 9am
 10 Mon College Board of Art, Science and Engineering 3pm Wk 9
 11 Tues S Honorary Degrees Committee 10am
 College Board of Life Sciences 3.30pm
 College Board of Arts & Social Sciences 4pm
 12 Wed College Board of Medicine, Dentistry & Nursing 3.30pm
 13 Thurs S Research Committee 1pm
 S E-Learning Sub-Committee 2pm
 17 Mon C Governance and Nominations Committee 10am Wk 10
 C Finance and Policy Committee 2pm
 18 Tues S Learning and Teaching Committee 10am
 Graduation?
 19 Wed Graduation?
 20 Thurs Graduation?
 21 Fri Information Management Committee 11am
 Graduation?
 24 Mon C Remuneration Committee 10am Wk 11
 Academic Council 1pm
 26 Wed C Endowments Sub-Committee 10am
 28 Fri Senior Staff Workshop 9am

December 2014

1	Mon			Wk 12
		C	Audit Committee 2pm	
3	Wed	S	Senate 2pm	
6	Sat		The Graduates' Association 10.30am	
8	Mon		Semester 1 examinations begin	Wk 13
9	Tues		Personal Chairs Committee 2pm	
12	Fri		Semester 1 examinations end	
			End of Semester 1	
14	Sun		University Carol Service 5pm at St Paul's Cathedral	
15	Mon		Complaints Session Workshop 10am	
		C	Court 2pm	
16	Tues	S	Internationalisation Committee 9am	
19	Fri		Information Management Committee 11am	
24	Wed		University closed after business until start of business on Monday 5 January 2015	
25	Thurs		Christmas Day	

January 2015

5	Mon		Start of business	
			Welcome Week – January Intake	
8	Thurs		Discovery Day (provisional)	
		C	University/Unison Joint Committee 10am	
		C	University/Unite Joint Committee 11am	
9	Fri		Discovery Day (provisional)	
12	Mon		Start of Semester 2	Wk 14
		C	University/UCU Joint Committee 10am	
13	Tues	S	Senate Business Committee 9am	
14	Wed	C	Health and Safety Sub-C 2pm	
		C	Welfare and Ethical Use of Animals Committee 2pm	

15	Thurs	S	Research Committee 1pm	
19	Mon		College Board of Art, Science and Engineering 3pm	Wk 15
20	Tues		Student Recruitment and Admissions Committee 10am	
			College Board of Life Sciences 3.30pm	
			College Board of Arts & Social Sciences 4pm	
21	Wed		College Board of Medicine, Dentistry & Nursing 4pm	
22	Thurs	S	Wider Impact Committee 10am	
26	Mon		Governance and Nominations Committee 10am	Wk 16
			Academic Council Standing Committee 1pm	
		C	Finance and Policy Committee 2pm	
27	Tues	C	Human Resources Committee 2pm	
28	Wed	S	Research Governance and Policy Sub-Committee 2pm	

February 2015

2	Mon			Wk 17
4	Wed	S	Senate 2pm	
5	Thurs		Employability Committee 2pm	
6	Fri		Information Management Committee 11am	
9	Mon		Quality Enhancement Sub-Committee 2pm	Wk 18
16	Mon	C	Court 2pm	Wk 19
17	Tues	S	Internationalisation Committee 9am	
18	Wed	S	Research Degrees Sub-Committee 2pm	
19	Thurs	S	E-Learning Sub-Committee 2pm	
23	Mon	S	Postgraduate Affairs Taught Sub-Committee 10am	Wk 20
25	Wed	S	Research Degrees Sub-Committee 10am	
27	Fri		Senior Staff Workshop 9am	

March 2015

2	Mon		Academic Council 1pm	Wk 21
3	Tues	C	Audit Committee 2pm	

4	Wed	S	Senate Business Committee 2pm	
5	Thurs	S	Research Committee 1pm	
9	Mon	S	Learning and Teaching Committee 10am	Wk 22
			College Board of Art, Science and Engineering 3pm	
10	Tues		College Board of Life Sciences 3.30pm	
			College Board of Arts & Social Sciences 3.30pm	
11	Wed		College Board of Medicine, Dentistry & Nursing 4pm	
16	Mon			Wk 23
17	Tues		Academic Council Standing Committee 1pm	
20	Fri		Information Management Committee 11am	
23	Mon	C	Governance and Nominations Committee 10am	Wk 24
		C	Finance and Policy Committee 2pm	
24	Tues		Student Recruitment and Admissions Committee 10am	
25	Wed	S	Senate 2pm	

April 2015

3	Fri		Good Friday	
5	Sun		Easter Sunday	
6	Mon		Dundee Holiday	
15	Wed	C	Welfare and Ethical Use of Animals Committee 2pm	
20	Mon		Examinations begin	Wk 25
		C	Court 2pm	
21	Tues	S	Research Governance & Policy Sub-Committee 2pm	
22	Wed	C	Endowments Sub-Committee 10am	
23	Thurs		Complaints Session Workshop 10am	
			Employability Committee 2pm	
24	Fri		Information Management Committee 11am	
27	Mon		Quality Enhancement Sub-Committee 10am	Wk 26
			Academic Council 1pm	
28	Tues	S	Postgraduate Affairs Taught Sub-Committee 10am	

- 30 Thurs S Wider Impact Committee 10am
S Research Degrees Sub-Committee 2pm

May 2015

- 1 Fri C University/Unison Joint Committee 10am
C University/Unite Joint Committee 11am
- 4 Mon Dundee Holiday Wk 27
- 5 Tues C University/UCU Joint Committee 10am
C Health and Safety Sub-C 2pm
- 6 Wed Personal Chairs Committee 2pm
- 7 Thurs S Research Committee 1pm
S E-Learning Sub-Committee 2pm
- 8 Fri Senior Staff Workshop 9am
- 11 Mon C Governance and Nominations Committee 10am Wk 28
C Finance and Policy Committee 2pm
College Board of Art, Science and Engineering 3pm
- 12 Tues S Learning and Teaching Committee 10am
College Board of Life Sciences 3.30pm
College Board of Arts & Social Sciences 4pm
- 13 Wed S Senate Business Committee 9am
College Board of Medicine, Dentistry & Nursing 3.30pm
- 14 Thurs S Monitoring & Advisory Group on Appeals, Complaints and
Discipline Procedures 10am
- 16 Sat The Graduates' Association 10.30am
- 18 Mon C Human Resources Committee 2pm Wk 29
- 19 Tues Student Recruitment and Admissions Committee 10am
- 20 Wed C Audit Committee 2pm
- 22 Fri Semester 2 examinations end
End of Semester 2
- 25 Mon Dundee Holiday

- 27 Wed S Internationalisation Committee 9am
 S Senate 2pm
- 29 Fri Information Management Committee 11am

June 2015

- 8 Mon C Court 3pm
- 23 Tues Graduation Ceremonies
- 24 Wed Graduation Ceremonies
- 25 Thurs Graduation Ceremonies
- 25 Fri Graduation Ceremonies

July 2015

- 1 Wed Personal Chairs Committee 2pm
- 3 Fri Information Management Committee 11am
- 6 Mon Resit examinations begin
- 10 Fri Last day of resit examinations
- 15 Wed C Welfare and Ethical Use of Animals Committee 2pm
 VLE Maintenance Week (15-22 July inclusive???)
- 24 Fri Last day for announcement of results
 Last day for issue of Termination letters
- 27 Mon Dundee Holiday

August 2015

- 7 Fri Last day for lodging appeals
- 14 Fri Last day for School Termination Committee meetings
- 17 Mon C Finance and Policy Committee 2pm
- 21 Fri First issue of Termination of Studies (Appeals) Committee agenda
- 26 Wed S Termination of Studies (Appeals) Committee 9.15am
- 28 Fri Information Management Committee 11am

September 2015

- 7 Mon Semester 1 Welcome Week

Wk 0

10 Thurs C Court Retreat starts at 4pm

11 Fri C Court Retreat ends at 4pm

14 Mon Semester 1 Teaching begins

Wk 1

C = Court Committee

S = Senate Committee