



# THE UNIVERSITY of EDINBURGH

University Court  
Room 4.31/4.33, Informatics Forum  
Monday, 9 February 2015, 2.00pm

## AGENDA

This meeting of Court will be preceded by a presentation "Preparing for Enhancement-led Institutional Review (ELIR) 2015" delivered by Assistant Principal Dr Tina Harrison.

- 1 Minute** **A**  
To approve the minute of the previous meeting held on 8 December 2014.
  
- 2 Matters Arising** **Verbal**  
To raise any matters arising.
  
- 3 Principal's Communications** **B**  
To receive an update by the Principal.
  
- 4 Designation of Vice-Principal** **C**  
To approve paper by the Principal.
  
- SUBSTANTIVE ITEMS**
  
- 5 SRUC Strategic Alignment** **D**  
To note an update by the Director of Corporate Services.
  
- 6 Turing Institute** **E**  
To note an update by the Director of Corporate Services.
  
- 7 Research Excellence Framework 2014: the results** **F**  
To consider and comment on paper by Deputy Secretary, Strategic Planning.
  
- 8 Student Experience: Update by Heads of Colleges** **G**  
To consider and comment on verbal updates from Heads of Colleges.
  
- 9 Update of Outcome Agreement Process** **H**  
To consider and comment on paper by Deputy Secretary, Strategic Planning.

If you require this agenda or any of the papers in an alternative format e.g. large print please contact Dr Katherine Novosel on 0131 650 9143 or email [Katherine.Novosel@ed.ac.uk](mailto:Katherine.Novosel@ed.ac.uk)

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| <b>10</b> | <b>IT infrastructure Review</b><br>To <u>consider and comment</u> on paper presented by Convener of Knowledge Strategy Committee.                                      | <b>I</b> |
| <b>11</b> | <b>Student Accommodation – Buccleuch Place and Meadow Lane</b><br>To <u>approve</u> proposals in paper presented by Director of Corporate Services.                    | <b>J</b> |
| <b>12</b> | <b>Endowment Arrangements – College of Medicine and Veterinary Medicine</b><br>To <u>approve</u> proposals in paper to be presented by Director of Corporate Services. | <b>K</b> |
| <b>13</b> | <b>Enhancing the Employment of Hourly Paid Employees</b><br>To <u>note</u> paper by Director of Human Resources.   | <b>L</b> |

#### ROUTINE ITEMS

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| <b>14</b> | <b>EUSA President’s Report</b><br>To <u>receive</u> an update by the EUSA President.                                | <b>M</b>      |
| <b>15</b> | <b>Policy and Resources Committee Report</b><br>To <u>note</u> a report by the Policy and Resources Committee.      | <b>N</b>      |
| <b>16</b> | <b>Nominations Committee Report</b><br>To <u>consider and approve</u> recommendations by the Nominations Committee. | <b>O</b>      |
| <b>17</b> | <b>Knowledge Strategy Report</b><br>To <u>note</u> a report by the Knowledge Strategy Committee.                    | <b>P</b>      |
| <b>18</b> | <b>Any Other Business</b><br>To <u>consider</u> any other matters by Court members.                                 | <b>Verbal</b> |

**ITEMS FOR FORMAL APPROVAL/NOTING** (Please note these items are not normally discussed.)

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| <b>19</b> | <b>Academic Report</b><br>To <u>note</u> . | <b>Q</b> |
| <b>20</b> | <b>Resolutions</b><br>To <u>approve</u> .  | <b>R</b> |

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| <b>21</b> | <b>US GAAP Annual Report and Accounts</b><br>To <u>note</u> .   | <b>S</b> |
| <b>22</b> | <b>SFC -Strategic dialogue</b><br>To <u>note</u> .  | <b>T</b> |
| <b>23</b> | <b>School of Informatics, Robotarium, The Edinburgh Centre for Robotics</b><br>To <u>approve</u> .    | <b>U</b> |
| <b>24</b> | <b>University Regents</b><br>To <u>approve</u> .  | <b>V</b> |
| <b>25</b> | <b>Donations and Legacies</b><br>To <u>note</u> .   | <b>W</b> |
| <b>26</b> | <b>Uses of the Seal</b><br>To <u>note</u> .   |          |
| <b>27</b> | <b>Date of next meeting</b><br>Monday, 11 May 2015 at 2.00 pm in Lord Provost Elder Room, Old College |          |

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UNIVERSITY COURT

8 December 2014

Minute

**Present:** Rector (in chair)  
The Principal  
Sheriff Principal E Bowen  
Ms D Davidson  
Mr A Johnston  
Professor A M Smyth  
Dr M Aliotta  
Professor J Ansell  
Professor S Cooper  
Dr A Richards, Vice-Convener  
Mr D Bentley  
Dr R Black  
Mr P Budd  
Dr C Masters  
Mr L Matheson  
Lady S Rice  
Ms A Lamb  
Ms B Pegado, President, Students' Representative Council  
Ms T Boardman, Vice-President Students' Representative Council

**In attendance:** Senior Vice-Principal Professor C Jeffery  
Vice-Principal Professor J Haywood  
Vice-Principal Professor J Seckl  
Vice-Principal Professor S Rigby  
Vice-Principal Professor L Yellowlees  
University Secretary, Ms S Smith  
Mr H Edmiston, Director of Corporate Services  
Ms L Chalmers, Director of Legal Services  
Dr I Conn, Director of Communications, Marketing and External Affairs  
Mr G Douglas, Deputy Director, Student Experience  
Mr G Jebb, Director of Estates and Buildings  
Ms Z Lewandowski, Director of Human Resources  
Mr P McNaull, Director of Finance  
Mrs T Slaven, Deputy Secretary, Strategic Planning  
Ms F Boyd, Head of Stakeholder Relations and Senior Executive Officer  
Dr K J Novosel, Head of Court Services

**Apologies:** The Rt Hon D Wilson, Lord Provost of the City of Edinburgh  
Dr C Phillips  
Ms S Beattie-Smith, Rector's Assessor

**1 Minute** **Paper A**

The Minute of the previous meeting held on 3 November 2014 was approved as a correct record. Ms Zoe Lewandowski the new Director of Human Resources was welcomed to this her first meeting of Court.

**2 Principal's Communications** **Paper B**

Court noted the content of the Principal's Report and the additional information on: recent changes to the Scottish Government in particular the appointment of Ms Angela Constance MSP to the position of Cabinet Secretary for Lifelong Learning and Education; the Principal's visit to China and the University's continuing involvement with the Confucius Institute and other developments and his participation in the Annual Conference on Cultural Diplomacy in Berlin on 'A World without Walls; Opportunities for Peace Building in a Time of Global Insecurity'; the University's continuing success in on-line programmes including MOOCs as Masters' courses; and on-going discussions around potential changes to USS, the proposed internal communications and Court agreement to make the recent letter in response to technical consultation widely available.

**3 Vice-Principal and Assistant Principal designations** **Paper C**

On the recommendation of the Principal, Court approved the following:

Professor John Iredale to be appointed Vice-Principal Health Services for an initial period of three years with effect from 1 January 2015 to 31 December 2017. Professor Iredale will report to the Head of College in this role.

Professor Sarah Cunningham-Burley to be appointed Assistant Principal Research-Led Learning with effect from 1 August 2015 until 31 July 2017. Professor Cunningham-Burley will report to Vice-Principal Professor Rigby.

Court further noted and fully supported the revised reporting arrangements for Vice and Assistant Principals.

**SUBSTANTIVE ITEMS**

**4 SRUC Strategic Alignment** **Verbal**

Court noted the current focus on taking forward discussions on a closer strategic alignment with SRUC and the anticipation that this would enable the due diligence exercise to commence.

**5 Turing Institute – STRICTLY CONFIDENTIAL**

**Verbal**

Dr Black declared a conflict of interest as he is a member of the British Library Board.

The UK Government had announced on the 4 December 2014 that the Alan Turing Institute would be based on the British Library site in London. While the University had offered to provide accommodation, the decision to locate the ATI headquarters on the new London Knowledge Quarter along with the Crick Institute and the Wellcome Trust, had not been unexpected.

**6 Audit and Risk Committee Annual Report**

**Paper D**

Court noted the Audit and Risk Committee Annual Report and was content with the assurances it provided on the University's internal environment to enable Court to sign off the University's Group Annual Report and Accounts for the year ended 31 July 2014. Going forward there would be consideration given to summarising further the Report to Court: the Audit and Risk Committee would continue to review a number of documents including Risk Management, Health and Safety, and IT Security as part of the process.

It was further noted that External Audit would be preparing a further report for Audit and Risk Committee setting out its final recommendations: there were no issues which had an impact on Court signing off the Annual Report and Accounts. There was also discussion around the impact of procurement on value for money and Court welcomed the clarification on the methodology.

**7 Risk Management – post year Assurance Statement**

**Paper E**

Court noted confirmation that there had been no reported significant risks or failures of internal control which impacted on the ability of Court to sign off on the annual Report and Accounts for the year to 31 July 2014.

**8 Annual Report and Accounts for year ended 31 July 2014**

**Paper F**

The Annual Report and Accounts for the year ended 31 July 2014 were considered in detail. Court commended the excellent set of Accounts, noting financial highlights, welcoming the continuing satisfactory financial trends as set out in the five-year financial summary information. The document was very readable and informative and going forward consideration would be given to further enhancements to the format and use of links to web-based information.

There was discussion on various parts of the document including the information on performance monitoring of the targets and KPIs in the Strategic Plan. There was discussion on the investments made

during 2013/2014 particularly the recruitment of academic staff and it was suggested that going forward consideration should be given to the most appropriate level of resource set aside for future investment.

Court approved the Annual Report and Accounts for the year ended 31 July 2014 noting the External Auditor's report and unqualified opinion and authorised the Principal, Vice-Convener of Court and the Director of Finance to sign the document as appropriate on behalf of Court.

**9 Letter of Representation** **Paper G**

Court approved the Letter of Representation which provided the required declaration to the External Auditor on the information provided in respect of the Annual Report and Accounts and authorised the Principal to sign on its behalf.

**10 US GAAP Annual Report and Accounts** **Paper H**

The arrangements as set out in the a paper were approved and Court agreed to appoint Professor Ann Smyth and Mr David Bentley to a Court Sub-Group with delegated authority to consider and approve the Accounts prepared in accordance with US GAAP requirements on behalf of Court. It was further agreed to hold a joint meeting of the US GAAP Sub-Groups of the Audit and Risk Committee and Court.

**11 Review of 2013/2014 Outturn versus Forecast** **Paper I**

Court noted the movement between the Q3 forecasted outturn and the outturn as recorded within the Annual Report and Accounts.

**12 2015 Draft Outcome Agreement** **Paper J**

It was noted that since the last meeting of Court there had been an announcement of a reduction of the Scottish Higher Education budget provided to the SFC and Court was invited to consider whether any further amendments were required to the Outcome Agreement. Court noted that the impact on the SFC funding to the University could be significant. There was discussion on various aspects of the process to develop the document. It was agreed to further consider aspects of the current draft. Court approved this draft being submitted to the SFC. The finalised Outcome Agreement would be submitted at the end of February 2015 following feedback from the SFC on this draft document.

**13 Strategic Plan: Targets and KPIs Progress Report** **Paper K**

Court noted the performance to date on the targets and KPIs within the University's Strategic Plan. The overall satisfactory progress was noted. In particular Court welcomed the improvements on staff

appraisal rates and the intention to amend the target around student experience in respect of NSS. There was discussion around the targets to measure performance on research and commercialisation and it was confirmed that this was currently being considered to identify a more robust approach particularly in light of the significantly changing environment in this area and the need to improve engagement with industry. Court further suggested it would be helpful to measure social innovation and community impact.

**14 Murchison House**

**Paper L**

The proposed acquisition of Murchison House was approved and Court delegated authority to the Director of Corporate Services and Director of Estates and Buildings to negotiate the purchase within the figure identified within the paper.

**15 Annual Review 2013-2014**

**Paper M**

Court welcomed and approved the proposed articles for inclusion in the 2013/2014 Annual Review and the internationalisation theme. The final document would be presented, as required, to the February statutory meeting of the General Council.

**16 Public engagement**

**Paper N**

The proposals to hold a Court Open Forum in February 2015 was approved. Court welcomed the opportunity to raise the profile of Court and discuss its activities with students and staff.

**17 Joint Zhejiang-Edinburgh Programme in Biomedical Sciences**

**Paper O**

Court considered in detail the proposals as set out in the paper. There was discussion on various issues and assurances were provided on the actions taken to mitigate financial and reputational risks and the involvement of Senate in considering academic and quality assurance issues. It was further noted that new academic positions would be created to take forward the University's approach to the delivery of teaching elements of the programme. Court asked for a wider discussion at a future date on the University's internationalisation strategy and future proposed international initiatives.

Court noted that all the appropriate due diligence and legal arrangements had been satisfactorily completed and was content to authorise the Principal to sign the Co-Operation Agreement to enable the delivery of a dual undergraduate programme with Zhejiang University, China.

**18 Consultation on Higher Education Governance Bill**

**Paper P**

It was noted that the Scottish Government had intimated the intention



to introduce new statutory measures in respect of the recommendations of the von Prondzynski Report considered not to have been fully covered by the Scottish Code of Good Higher Education Governance. A consultation document had been issued posing six questions and Court was content, in principle, to the University's approach to responding to this consultation as set out in the paper. The challenges of taking forward legislation to encompass the diversity of the higher education sector was noted and that Universities Scotland would also be responding on behalf of the sector: EUSA confirmed that it would be submitting a separate response.

Court was supportive of continuing to enhance good governance arrangements and it was agreed to ensure that the current election procedures for staff assessors on Court were inclusive of all categories of academic and professional support staff. It was agreed that the University's finalised response to the consultation would be circulated to Court prior to submission before the deadline of 30 January 2015.

## **ROUTINE ITEMS**

### **19 EUSA President's Report**

**Paper Q**

Court noted the items within the EUSA President's Report and the additional information on: the Edinburgh Student Arts Festival; the success of the celebrations to mark the 125<sup>th</sup> anniversary of Teviot; and EUSA elections.

### **20 Audit and Risk Committee Report**

**Paper R**

The report from the Audit and Risk Committee was noted including the various documents reviewed as part of the process to prepare the annual assurance statement to Court in connection with the Annual Report and Accounts.

### **21 Nominations Committee Report**

**Paper S**

Court noted the report and on the recommendation of the Nominations Committee approved the following:

#### Membership of Court

Mr David Bentley's and Dr Robert Black's terms of office to be extended by three years until 31 July 2018.

Mr Peter Budd's term of office to be extended by two years until 31 July 2017.

It was further noted that a recruitment process would be initiated shortly to appoint a new lay member of Court to fill the current vacancy.

**22 Policy and Resources Committee Report** **Paper T**

Court noted the key issues discussed at the last meeting of the Policy and Resources Committee and on the recommendation of the Committee, Court approved the purchase of 52 to 58 Nicholson Street.

**23 Knowledge Strategy Committee Report** **Paper U**

Court noted that the new remit of this joint Senate and Court Committee was being implemented and in particular the revised reporting arrangements with other Standing Committees of Court. The significant review of IT Infrastructure currently underway was commended and that the Report would be available to Court.

**24 Remuneration Committee Report** **Paper V**

The Convener of the Committee, as a new member to the Committee and to Court, commended the meticulous functioning of the Remuneration Committee including the quality of the supporting information provided. There was discussion on the annual report and the separate report from the independent observer. Concern was expressed on the continuing gender pay gap and Court was provided with assurance on the debate at Remuneration Committee on this issue.

**ITEMS FOR FORMAL APPROVAL/NOTING** (Please note these items are not normally discussed.)

**25 CSE – Purchase of Equipment** **Paper W**

Court approved the request and delegated authority to Vice-Principal Professor Yellowlees to take forward this purchase including signing the final contract.

**26 Donations and Legacies** **Paper X**

Court noted the donations and legacies received by the Development Trust from 18 October to 20 November 2014.

**27 Uses of the Seal**

A record was made available of all the documents executed on behalf of the Court since its last meeting and sealed with its common seal.

**28 Date of next meeting**

The next meeting of Court will be held on Monday, 9 February 2015 at the Informatics Forum.



UNIVERSITY COURT

9 February 2015

PRINCIPAL'S REPORT

**Description of paper**

1. The paper provides a summary of activities that the Principal and the University have been involved in since the last meeting of the University Court.

**Action requested**

2. Court is asked to note the information presented.

**Recommendation**

3. No specific action is required of Court, although members' observations, or comment, on any of the items would be welcome.

**Background and context**

4. A summary of recent UK and international activity undertaken by the Principal and the University, relevant news for the sector is also highlighted.

**Discussion**

5. *University News*

a) USS Consultation

On 29 January 2015 the Joint Negotiating Committee (JNC) of USS supported proposals to reform the USS to address the large deficit in the scheme. The proposal received the support of both UUK and UCU at the JNC.

The JNC proposal for reform is subject to a statutory consultation with relevant employees which will start in March 2015. The proposed implementation date of the proposed benefit reforms is 1 April 2016.

Formal notification has been received from UCU that the dispute has now ended and that the industrial action will therefore not resume.

b) Research Excellence Framework (REF)

I am aware that there is a more detailed paper on the agenda but wanted to formally express my thanks to Jonathan for leading and to all staff for their tremendous efforts which saw the University move to 4<sup>th</sup> in the UK for research power. It is a great result which was successfully communicated and will have a lasting positive impact.

c) Turing Institute

It was very good to have the official announcement on the 28 January from the Secretary of State for Business, Innovation and Skills, Vince Cable, that Edinburgh is one of the five Universities including Oxford, UCL, Warwick and Cambridge to lead the British Library based Turing Institute.

d) Governance Consultation

At the end of January the University submitted its response, agreed by the Court Sub-Group, to the Scottish Government Consultation on Higher Education Governance. The concise response was provided in addition to the response made by Universities Scotland which we fully support and made supplementary points on the role of the privy council, the definition of academic freedom, the election and remuneration of Chairs, the make-up of Court and the role of Senate.

e) New Year's Honours

Many congratulations to members of University staff who were recognised in the Queen's New Year Honours.

- Dr Anne Richards, Vice-Convener of Court, has been made a CBE for services to the financial services industry and voluntary service.
- Professor Bill Whyte, Professor of Social Work Studies in Criminal and Youth Justice, has been made a CBE.
- Professor Stephen Hillier has been made an OBE for services to international higher education.
- Professor Nanette Mutrie, Chair of Physical Activity for Health, has been made an MBE for her services to physical activity and health in Scotland.

f) City Engagement

I was very pleased to welcome participants and to take part in a dialogue and dinner event to consider "Where next for the Capital?" The event, put together by Senior Vice-Principal Jeffery and Assistant Principal Susan Deacon, drew together a number of key individuals from across the City including from the City of Edinburgh Council and the Scottish Council for Development and Industry to look at the next goal for the City. There was very good quality debate generating many positive ideas which will be taken forward at a subsequent session.

g) Science and Technology Facilities Council (STFC)

The STFC and the University held a successful strategic meeting at the Royal Observatory to discuss mutual projects.

h) Chancellor's Visit

We were delighted to welcome the Chancellor, Her Royal Highness The Princess Royal, to the University in mid-January when she marked the start of work on the Easter Bush Innovation Centre by planting a tree. The Innovation Centre will bring together the University's veterinary teaching, research and enterprise activities in a vibrant, interactive core at the heart of the Campus.

The Chancellor also visited the BRE Centre for Fire Safety Engineering and the FloWave Ocean Research Facility during a tour of King's Buildings which culminated in the official opening of the Wolfson Laboratories at the School of Biological Sciences.

i) School Visits

As part of my regular visits to Schools I spent an afternoon with colleagues from Engineering and discussed their recent progress with enhancing the

student experience as well as their excellent REF results and opportunities for increasing their online presence.

- j) Many congratulations to our student women's basketball team who won the Scottish Cup Final for the first time defeating City of Edinburgh 'Kool Kats' to win the match by 70-59. This is a remarkable achievement for our student team.
- k) High Level Visits and Meetings  
During December I attended the National Economic Forum and spoke with the First Minister and Deputy First Minister John Swinney MSP amongst others.

Along with Vice-Principal Miell I met with Fiona Hyslop MSP, Cabinet Secretary for Culture, Europe and External Affairs, to discuss the emerging plans for the Digital Arts Arena.

In mid-January I took part in the Scottish Council for Development and Industry influencers dinner with Roseanna Cunningham MSP Cabinet Secretary For Fair Work Skills and Training as the key speaker.

I met the Chair of VisitScotland, Dr Mike Cantlay, to catch up on recent projects and was very pleased to host Professor Jeremy Waldron who delivered the Gifford Lectures.

I was very pleased to take part in a workshop event to consider Scientific Challenges and Big Computing at the Higgs Centre for Theoretical Physics Workshop in early January.

I spoke on the subject of Commercialising Science at a Westminster Higher Education Forum event hosted by the Royal Society.

I took part in the Russell Group Board Meeting and dinner at the end of January where Sharon White, Second Permanent Secretary at HM Treasury, was the key dinner guest.

- l) Further details of University activity, including research success can be found here:  
<http://www.ed.ac.uk/news/2014>  
Information relating to staff success, news and recognition can be found here:  
<http://www.ed.ac.uk/news/staff>

## 6. *International News*

### a) Overseas Offices

The Directors of the University's four Overseas Offices in Mumbai, Beijing, New York and Sao Paulo were all in Edinburgh during the week commencing 12 January for a series of meetings, information sharing and planning the next phase of Edinburgh Global with the new Vice Principal International, Professor Smith, Deans International, International Office and Global Academies.

b) Universitas 21

Professor Hillier will be the recipient of the U21 Award for Internationalisation, recognising individual efforts which further internationalisation and build relations between U21 members and beyond. U21 is a global network of research intensive universities formed in 1997. The award will be presented at a ceremony in May 2015 at U21's Annual Presidential Meeting, being held at Pontificia Universidad Católica de Chile.

c) Global Academies have started to fulfil their potential to bring in research, philanthropy and scholarship income. Recent awards that Principal Investigators attribute to Global Academies include:

- Perfect Storm - Interdisciplinary Doctoral Training, 15 Doctoral Scholarships plus 5 more funded by the University. Prof James Smith, Leverhume Trust, £1.1m;
- Political Settlements Research: Towards Open and Inclusive Settlements. Prof Christine Bell, Department for International Development, £4.5m (tbc Ministerial announcement);
- A Comparative Analysis of Combatants' Economic and Social-Political Power during and after War. Prof Paul Nugent & Dr Zoe Marks, DfID-ESRC, £500k (tbc public announcement);
- Technology and the future of work. Dr Jamie Cross, Rockefeller Foundation, \$225k;
- Extending palliative care reach from secondary to primary health care level and from urban to rural communities - Shared lessons. Dr Liz Grant, UK-Chile Newton Fund, £30k.

d) International high level delegations were received from:

- Kyungpook National University, Korea
- Peking University, China
- Ohio State University, USA
- Princeton University, USA
- Yonsei University, Korea
- Tromso University, Norway

## 7. Higher Education Sector

a) The new Cabinet Secretary for Education and Lifelong Learning, Ms Angela Constance chaired her first University Sector Advisory Forum meeting at the end of January and outlined her priorities as:

- Closing the attainment gap between children from privileged and deprived backgrounds.
- Widening access, to meet the First Minister's commitment that a child born anywhere in Scotland today should have equal access to university.
- Skills and graduate employability, including graduate apprenticeships.
- Universities contribution to social justice and sustainable economic growth, both of which would be central to the refreshed Government Economic Strategy.
- Innovation.

- Keeping up the pressure on UK Government about post-study work entitlement.

### **Resource implications**

8. There are no specific resource implications associated with the paper.

### **Risk Management**

9. There are no specific risk implications associated with the paper although some reputational risk may be relevant to certain items.

### **Equality & Diversity**

10. No specific Equality and Diversity issues are identified.

### **Next steps/implications**

11. Any action required on the items noted will be taken forward by the appropriate member(s) of University staff.

### **Consultation**

12. As the paper represents a summary of recent news no consultation has taken place.

### **Further information**

13. Principal will take questions on any item at Court or further information can be obtained from Ms Fiona Boyd, Principal's Office.

### 14. Author and Presenter

Principal and Vice-Chancellor Sir Timothy O'Shea  
28 January 2015

### **Freedom of Information**

15. Open Paper.



UNIVERSITY COURT

9 February 2015

**Vice-Principal People and Culture**

**Description of paper**

1. The paper concerns a proposal to extend the remit of the Vice-Principal Equality and Diversity to establish a Vice-Principal People and Culture.

**Action requested**

2. Court is asked to approve the request to extend the remit of the Vice-Principal Equality and Diversity to that of Vice-Principal People and Culture.

**Recommendation**

3. Court is recommended to approve the request to establish a Vice-Principal People and Culture from 1 April 2015 with Professor Jane Norman taking on the extended remit. The amount of time dedicated to the role would remain as 0.4 FTE and it is proposed that the appointment runs until 31 July 2017 in the first instance.

**Background and context**

4. The paper is concerned with the ongoing management of the University's Vice-Principals and seeks to clarify information such as remit and terms of office in order to ensure continuity and coverage for the University.

**Discussion**

5. Court will be aware that Vice-Principal Equality and Diversity Professor Jane Norman commenced her role in January 2014 and a widening of her remit is now proposed to provide increased support for the People Enabler in the Strategic Plan.

6. *Reporting*

As Vice-Principal Equality and Diversity Professor Norman reports to the Senior Vice-Principal and this structure will remain in place as Vice-Principal People and Culture. Vice-Principal People and Culture will be a key member of the Senior Management Team and will work closely with the Director of Human Resources, and the Director of the Institute for Academic Development. Other key relationships will be with University Secretary and Deputy Secretary for Student Experience, Heads of Colleges, Departments and Schools, EUSA sabbatical offices, the Trade Unions and other thematic Vice Principals.

7. *Key responsibilities - General information*

Vice-Principals are responsible to the Principal for representing him internally and externally on the particular theme which has been allocated. Although executive authority and service delivery are the responsibility of the relevant budget-holders, Vice-Principals work with the professional or functional leaders in the areas relating to their 'theme' in a leadership role, bringing academic perspectives and judgments to bear where appropriate, and represent the University's position internally and externally, locally, nationally and internationally, in relation to their 'theme', as may be relevant: this includes engagement with the media. As Vice-Principals, they may also be called upon to act for the Principal or as a Vice-Principal in any of the



University's formal procedures or to lead or participate in formal or informal investigations or reviews; to undertake other specific responsibilities as requested or agreed by the Principal from time to time, including chairing or membership of working groups, review groups and task forces, and to represent the Principal at formal and informal functions, internally and externally, UK-wide and overseas.

8. *Key responsibilities - Specific information*

The wider scope of the Vice-Principal People and Culture will recognise our people – academic and support staff and our students - as one of the key enablers through which the University achieves its objectives.

9. People perform best in an organisation that appropriately supports their activities, nurtures their development and rewards them appropriately; where there is a positive culture, and where there is clarity about the University's goals and objectives.

10. The VP People and Culture will provide academic leadership and perspective on people strategies and organizational culture in order to optimize the ability of staff and students in Edinburgh to contribute to the University's strategic goals of excellence in education, research and innovation.

11. Specifically, the VP will aim to initiate and provide academic leadership for strategies and culture change that:

- Promote a positive work culture which promotes dignity and mutual respect and is inclusive, collegial and supportive.
- Enable the University to attract and retain excellent staff both internationally and from the UK and from a diversity of backgrounds.
- Empower and inspire all staff to perform at their best.
- Encourage all staff in continuous development of knowledge, capabilities and skills.
- Align staff review with strategies to allow staff to achieve their full potential and optimize performance.
- Ensure that promotion and reward mechanisms recognize the University's breadth of endeavour around excellence in education, research and innovation and in making a sustainable and socially responsible contribution to society.
- Support and develop those in leadership roles and identify, nurture and develop emerging leaders to ensure they are properly equipped to take on future roles.
- Promote two-way communication between academic and professional staff and University management.
- Promote equality, diversity and widening participation, enabling the University to become a leader and beacon of good practice in this area for both staff and students.
- Additionally the VP will be involved in other Senior Management activities, including managing staff and student complaints and disciplinary issues, and leading other areas of policy development as suggested by the Senior Vice Principal.

**Resource implications**

12. There are no specific new resource implications as costs will be met from within existing plans.

**Risk Management**

13. There are reputational and regulatory risks if the University is not seen to be fully committed to this portfolio.

**Equality & Diversity**

14. Full consideration of Equality and Diversity issues has been considered by those involved in these discussions including College and Central HR teams.

**Next steps/implications**

15. Any action required on the items noted will be taken forward by the appropriate member(s) of University staff.

**Consultation**

16. Consultation has taken place with those individuals involved.

**Further information**

17. Author and Presenter

Principal and Vice-Chancellor Sir Timothy O'Shea

27 January 2015

**Freedom of Information**

18. This paper is open.



UNIVERSITY COURT

9 February 2015

SRUC Progress report

**Description of paper**

1. This paper is a summary progress report to Court following on from a verbal update to the Policy and Resources Committee meeting held on 26 January 2015.

**Action requested**

2. Court is asked to note the current position.

**Recommendation**

3. No action required.

*Paragraphs 4 – 17 have been removed as exempt from release due to FOI.*

**Risk Management**

18. A risk register is available and will be presented to the SRUC Court Sub-Group.

**Equality & Diversity**

19. Consideration will need to be given to equity and diversity if the merger proceeds.

*Paragraph 20 has been removed as exempt from release due to FOI.*

**Consultation**

21. This paper reflects the discussions held at the recent Policy and Resources Committee meeting, the SRUC Court Sub Group meeting in November and internal discussions.

**Further information**

22. Author

Hugh Edmiston  
Director of Corporate Services

Presenter

Hugh Edmiston  
Director of Corporate Services

**Freedom of Information**

23. This paper is closed, its disclosure would substantially prejudice the commercial interests of any person or organisation. Its disclosure would constitute a breach of confidence actionable in court.



UNIVERSITY COURT

9 February 2015

The Alan Turing Institute

**Description of paper**

1. This paper reports on progress in establishing the Alan Turing Institute (ATI).

**Action requested**

2. Court is invited to note the report.

**Recommendation**

3. No action is required.

*Paragraphs 4 – 9 have been removed as exempt from release due to FOI.*

**Risk Management**

10. The EPSRC has accepted responsibility for the recurrent operating costs of the ATI as the banker of last resort. The University ATI Project Board will undertake a risk assessment when the ATI JV's financial model and business plan are available.

**Equality & Diversity**

11. The ATI JV is expected to give due consideration to equality and diversity in all aspects of its formation and operation.

*Paragraph 12 has been removed as exempt from release due to FOI.*

**Consultation**

13. This paper has been reviewed by the Director of Corporate Services and the Director of Legal Services.

**Further information**

- |  |                                |
|--|--------------------------------|
| 14. <u>Author</u>                          | <u>Presenter</u>               |
| Professor Richard Kenway                   | Hugh Edmiston                  |
| Vice-Principal, High Performance Computing | Director of Corporate Services |
| 28 January 2015                            |                                |

**Freedom of Information**

15. Closed. Its disclosure would constitute a breach of confidence actionable in court.



UNIVERSITY COURT

9 February 2015

F

**Research Excellence Framework 2014: the results**

**Description of paper**

1. The 2014 Research Excellence Framework results were published on 18 December 2014. This paper outlines the key messages from the results and some reflections on the future.

**Action requested**

2. Court is asked to consider the results and the implications for the University's future research and strategy for the next REF (potentially in 2020).

**Recommendation**

3. Court is asked to reflect on the REF outcome and encourage further improvements in research attainment and impact.

**Background and context**

4. The Research Excellence Framework 2014 (REF2014) replaced the RAE as the main assessment of research attainment for UK HEIs. It will determine core research funding from UK higher education funding bodies, including SFC's Research Excellence Grant (REG). The scores and rankings achieved by the University and the individual subject areas are also a key factor in a number of league tables, impact upon the University's reputation and are important for staff and student recruitment.

5. The REF assessed performance in 36 subject areas (Units of Assessment or UoAs), examining the quality of:

- a. research outputs (particularly publications) in terms of originality, significance and rigour (65% of the score)
- b. research impacts, in relation to their reach and significance (20%)
- c. research environment, particularly its vitality and sustainability (15%)

6. The University made 31 submissions across the 36 UoAs (including two submissions made to UoA 28 Modern Languages and Linguistics). We made six joint submissions with other Scottish HEIs, the highest of any institution. Only 13 joint submissions were made in total.

7. The University improved to 4<sup>th</sup> in UK, from 5<sup>th</sup> position in RAE2008, based on research power (the most rational assessment since it (i) amalgamates the quality profile with the number of staff submitted – obviating 'game playing' and (ii) equates roughly to the formulae used to drive Funding Council income). We overtook Manchester, remained ahead of Imperial College and Kings College, and were behind only by Oxford, UCL and Cambridge.

8. This success was evident in many of the subject areas submitted. Notable successes included UK 1<sup>st</sup> place rating (by research power) in Engineering, Agriculture, Veterinary and Food Science, Sociology, Geosciences and Geography, and Informatics ( table 5).

9. In the week beginning 19 January, the funding bodies published the submissions made to the REF, overview reports from the panels and an analysis of the work of the Equality and Diversity Advisory Panel. They also made available confidential feedback to each HEI on the results for each UoA, and the profile of staff submitted. This provides a wealth of information and data that we will be able to use to guide our future research and REF submission strategy. Detailed analysis is underway.

## Discussion

### 10. *Our submission strategy*

Our strategy was to be as inclusive as possible while maintaining a high quality threshold for outputs submitted. College and school-based REF UoA teams drafted the submissions. Vice-Principal Seckl chaired a REF coordination panel including Heads of Colleges, Deans of Research, Deputy Secretary Strategic Planning, Directors of Finance and HR, with GaSP and College support leads. The panel established the University's REF return principles, suggested and shared best practice, and advised in detail on each environment text and all impact templates and case reports over 3 drafting rounds.

**Table 1: UOE submission to REF and RAE2008**

	<b>RAE2008 (figures exclude ECA)</b>	<b>REF2014</b>
Number of submissions	<b>39 / 67</b>	<b>31 / 36</b>
Number of joint submissions	<b>5 (120.89 FTE)</b>	<b>6 (410.5 FTE)</b>
Category A staff FTE	1,639.81	1,753.08
Category A staff H/C	1,684	1,852 (+10%)
<i>Sector FTE</i>	<i>52,401</i>	<i>52,077</i>
Research outputs	6,511	6,158
Research income (includes RCUK facility income-in-kind)	£573m	£1,013m
Research doctoral degrees awarded	2,109	3,021
Impact case studies	-	203

11. We submitted a net 2.1% more FTEs to REF2014 than to RAE2008, including growth from the MRC Human Genetics Unit which was not returned in the RAE2008. This compares with 0.6% reduction across the whole sector.

### 12. *REF Results*

The REF grades each element of the submission on a five point scale. The highest quality research, world-leading research, is known as 4\*; the second highest is 3\*,

internationally excellent research; and so on, with work that is not considered to be research graded unclassified.

13. Only 4\* and 3\* research attracts REG funding, and 4\* is weighted considerably more highly than 3\* (at a ratio of 3.11:1). UoE's profile is outlined in table 2:

**Table 2, UoE quality profile for overall, outputs, impact and environment**

	4*	3*	2*	1*	u/c
Overall	38	45	15	2	0
Outputs	25	52	21	2	0
Impacts	56	34	8	1	0
Environment	69	29	1	0	0

14. Several methods exist for ranking university performance either overall or at subject level. The most widely used post-REF2014 consider both quality and volume, such as research power (used by Research Fortnight, the Guardian and, using a different algorithm, the Times Higher). Other measures are more subject to gaming as universities choose what proportion of their academic staff to submit. We therefore consider research power to be the most reflective of true performance and of our strategy of maximising inclusion.

15. Using the research power method we came unequivocally 4<sup>th</sup> in REF2014, up from 5<sup>th</sup> in RAE2008. Table 3 highlights our closest competitors in this area, and illustrates that size (number of FTEs submitted) is the key determinant of research power.

16. As the table shows, even this elite group varied in their inclusion strategy. Recent mergers in some institutions contributed, in part, to growth since 2008 – such as in UCL - but are not the full picture. As well as the volume component, high ranked institutions tend to have a higher ratio of 4\*:3\*. The three HEIs that performed better on power than us also had an inclusive approach, are larger and had more 4\*.

17. The submission of 160 (161 in post at census point) Chancellor's Fellows helped ensure that our overall volume and quality were higher than our nearest competitor, Manchester.

18. Across the UK, there was a general grade rise in REF compared with RAE (table 4). This is likely to reflect a real improvement in quality (attested by global indices such as the UK's rising proportion of world citations; <http://www.ref.ac.uk/results/analysis/comparisonwith2008raeresults/>), but also the effects of HEFCE and SFC only funding 4\* and 3\*.

**Table 3, Top 20 institutions ranked by research power**

Rank	HEI	Cat A FTE	4*	3*	2*	1*	U/C	Power	GPA	Prop Staff Sub	Number of Submissions
1	University of Oxford	2409.27	48	39	11	1	0	1.00	3.34	86.82%	31
2	University College London	2565.61	43	39	15	2	1	0.97	3.22	91.89%	36
3	University of Cambridge	2087.61	47	40	12	1	0	0.86	3.33	95.06%	32
4	University of Edinburgh	1753.08	38	45	15	2	0	0.63	3.18	83.28%	31
5	University of Manchester	1561.16	35	47	16	1	0	0.54	3.16	77.98%	35
6	Imperial College London	1256.86	46	44	9	1	0	0.52	3.36	91.88%	14
7	King's College London	1369	40	45	13	2	0	0.51	3.23	79.69%	27
8	University of Nottingham	1404.38	32	49	17	2	1	0.46	3.09	78.99%	32
9	University of Bristol	1137.73	36	47	15	1	0	0.40	3.18	91.31%	31
10	University of Leeds	1149.06	32	50	15	2	0	0.38	3.13	74.86%	33
11	University of Southampton	1112.96	33	51	14	1	0	0.38	3.15	89.75%	26
12	University of Sheffield	1043.1	33	52	13	1	0	0.36	3.17	74.24%	35
13	University of Glasgow	1099.39	31	50	17	2	0	0.36	3.10	83.79%	32
14	University of Warwick	930.68	37	50	12	1	0	0.34	3.22	83.47%	23
15	University of Birmingham	1065.31	28	53	16	2	0	0.33	3.07	80.71%	33
16	Newcastle University	887.95	31	48	19	1	0	0.29	3.09	79.64%	28
17	Cardiff University	737.7	40	47	11	1	0	0.28	3.27	62.41%	27
18	University of Durham	740.36	33	50	15	1	0	0.25	3.14	78.76%	23
19	Queen's University Belfast	868.11	25	52	21	2	0	0.25	2.99	95.19%	28
20	Queen Mary University of London	670.81	34	52	13	1	0	0.23	3.18	73.63%	21

**Table 4, UK average quality profile**

	4*	3*	2*	1*	u/c
REF2014	30	46	20	3	1
RAE2008	17	37	33	11	1

#### 19. Subject rankings (by research power)

Using the research power method we have five UoAs which are 1<sup>st</sup> in the UK (table 5); at least one in each College. All but 2 of our 31 submissions were in the UK top 20; with joint submissions treated as a single entity. Of these, 25 were in the top 10 and 21 in the UK top 5.

20. All units of assessment in the Colleges of Medicine and Veterinary Medicine and Sciences and Engineering were in the top 5 on at least one measure of research power. Most units of assessment in CHSS moved up the rankings since RAE2008.

21. All six joint submissions were very successful in power terms – although published league tables tend to rank the composite parts separately, we consider it is more accurate to bring these together since each reflects units that have worked cooperatively or conjointly, usually for many years.



**Table 5 –Power ranking within UoA and number of HEIs submitting**

<b>UoA</b>	<b>Number of submissions, UK</b>	<b>Research Fortnight Power Rank</b>
01: Clinical Medicine	31	<b>5</b>
04: Psychology, Psychiatry and Neuroscience	82	<b>4</b>
05: Biological Sciences	44	<b>4</b>
06: Agriculture, Veterinary and Food Science (joint submission with SRUC)	29	<b>1</b>
07: Earth Systems and Environmental Sciences (Geosciences and Geography)	45	<b>2 (1<sup>st</sup> in Times Higher power)</b>
08: Chemistry (joint submission with University of St Andrews)	37	<b>3</b>
09: Physics (joint submission with University of St Andrews)	41	<b>4</b>
10: Mathematical Sciences (joint submission with Heriot-Watt University)	53	<b>6 (5<sup>th</sup> in Times Higher power)</b>
11: Computer Science and Informatics	89	<b>1</b>
15: General Engineering (joint submission with Heriot-Watt University)	62	<b>2 (1<sup>st</sup> in Times Higher power)</b>
16: Architecture, Built Environment and Planning (joint submission with Heriot-Watt University)	45	<b>2</b>
17: Geography, Environmental Studies and Archaeology	74	<b>51</b>
18: Economics and Econometrics	28	<b>12</b>
19: Business and Management Studies	101	<b>16</b>
20: Law	67	<b>4</b>
21: Politics and International Studies	56	<b>8</b>
22: Social Work and Social Policy	62	<b>3</b>
23: Sociology	29	<b>1</b>
24: Anthropology and Development Studies	25	<b>4</b>
25: Education	76	<b>5</b>
26: Sport and Exercise Sciences, Leisure and Tourism	51	<b>10</b>
27: Area Studies	23	<b>9</b>
28: Modern Languages and Linguistics A: Modern languages and Celtic and Scottish studies	57	<b>11</b>
28: Modern Languages and Linguistics B: Linguistics	57	<b>8</b>
29: English Language and Literature	89	<b>22</b>
30: History	83	<b>3</b>
31: Classics	22	<b>5</b>
32: Philosophy	40	<b>5</b>
33: Theology and Religious Studies	33	<b>4</b>
34: Art and Design: History, Practice and Theory	84	<b>7</b>
35: Music, Drama, Dance and Performing Arts	84	<b>13</b>

## 22. Output, Environment and Impact Components

Our average performance for Outputs was substantially higher than in RAE 2008; increasing our proportion of 4\* by 10% and our 3\* by 22%. This improvement is better than that across the sector as a whole; which saw a 8% increase in 4\* and 13% increase in 3\*.

23. In relation to Environment, we ranked 6<sup>th</sup> in the UK, if single subject HEIs are excluded. Cambridge was top with 83% 4\*, while UoE got 69% 4\*. There is room for

improvement, and we will assess the recently published detail on submissions to establish which areas are most accessible for improvement. It is likely that Environment may be more directly driven by metrics in future assessment.

24. REF2014 is the first time Impact was included in the research assessment process. We came 10<sup>th</sup> in the UK for impact, excluding single subject HEIs. With 56% 4\* our profile is very similar to Cambridge but behind, for example, Imperial College London. We would expect the weight attached to Impact to increase in the next REF. We will use the feedback received in late January on which case studies were most successful, to establish what we might do to improve our approach and support.

#### *25. Early reflections on the results for the next REF*

There is significant work to be done to analyse the results and published submissions and feedback to ensure that we understand how best to position ourselves for the next REF exercise, widely expected to be around 2020.

26. Preliminary analysis suggests the following broad approaches which are worth exploring:

- Larger submissions tend to perform better than smaller submissions. This might suggest a change in submission strategy for the next REF where subject panel boundaries allow flexibility.
- There is room for improvement in all three elements of the profile.
- In relation to environment, we will seek to maximise our performance in all areas – including research grants, estate, PhD student completions.
- With further information now available – including published case studies from other institutions that performed particularly well in impact – we will be able to review our processes to ensure we capture impact effectively.
- Careful consideration should be given to the drive for and timing of recruitment of research staff who are or have the potential to perform at 4\*
- There is potential for joint submissions with institutions outside of Scotland.

#### **Resource implications**

27. The results will drive the SFC's Research Excellence Grant allocations from 2015/16. This is discussed further in paper H.

#### **Risk Management**

28. Inadequate performance in the REF 2014 was included as a risk in the Risk Register. The actions described in preparation for the REF submission and in the managing of results have been taken in mitigation of the risk. The risk has now been largely superseded and attention will now be directed to preparing for and managing the risk of inadequate performance in the next REF exercise.

#### **Equality & Diversity**

29. As part of the REF submission exercise, a full Equality Impact Assessment was carried out. Under the auspices of the Equality and Diversity review group, procedures were put in place to enable staff to confidentially declare special circumstances that had reduced their ability to produce research in volume, which allowed them to be submitted with a reduced number of papers. Feedback on the

submission suggests that the University included a higher than average proportion of staff with special circumstances.

### **Next steps/implications**

30. Senior management will continue to discuss the implications of the REF results for the distribution of REG with the Funding Council. Governance and Strategic Planning, IS, ERI, schools and colleges will continue to identify lessons from REF2014 success and to use this in developing the strategy for the next REF exercise.

### **Consultation**

31. An earlier version of this paper was discussed at the Principal's Strategy Group. Colleagues from across the University have discussed and been involved in disseminating the results at School and College level.

### **Further information**

#### **32. Authors**

Jonathan Seckl, VP Planning,  
Resources and Research Policy;  
Pauline Jones  
Head of Strategic Performance and  
Research Policy  
1 February 2015

#### **Presenter**

Tracey Slaven, Deputy Secretary  
Strategic Planning

### **Freedom of Information**

33. This paper is open.



UNIVERSITY COURT

9 February 2015

**Student Experience Update from Heads of Colleges**

**Description of paper**

1. This paper provides some scene-setting in advance of verbal presentations from Heads of Colleges around the Student Experience.

**Action requested**

2. Court is asked to note the content of this paper and consider the verbal updates.

**Recommendation**

3. None.

**Background and context**

4. Court at its meeting on 15 September 2014 approved the continuation of the extensive plan of action with regard to NSS scores and student satisfaction during this academic year and to take forward a further strand around culture change. A brief update report on the initiatives being taken forward was provided to Court on 3 November 2014.

5. Work to improve the student experience is focussed in the short term on curriculum support that will improve our NSS ratings. In the longer term, this is a broad area which includes strands on student support, the development of the curriculum and co-curriculum, support for staff to enhance their capacities in learning and teaching, and work to maximise the benefit that is brought to students by the University Estate.

**Discussion**

6. Partnership working between Colleges, Schools, subject areas and the University as a whole are necessary to maintain and enhance the student experience. A good experience can be mandated but not delivered; equally a thoughtful and kind experience in a School context may be all that is required for a student to consider their experience excellent.

7. Strong and effective leadership around learning and teaching is also necessary in order to deliver on this agenda, and is being supported by training for new Heads of Schools and by mentoring from Heads of Colleges in this area.

8. Key to the monitoring and delivery of these changes is the provision of high quality, near-real time management information, from University wide and local surveys and from the collection of data on return of feedback, for example. This infrastructure is developing within the University, and the Student Experience Project has enabled huge improvements to be made in the last three years.

9. Two years of intense work to understand the key elements of the student experience means that we are confident that we know what is needed. Delivery is slower than diagnosis as it involves so many staff, in both academic and support roles. It also takes time for confidence to build at a local level. Progress in all of our surveys (NSS, PTES, PRES, ESES) is patchy, and can vary significantly within disciplines, from one year to another, which amplifies this problem.

10. Short term student experience - we know, from two years of study within and beyond Edinburgh, that there are three key elements that require attention if we are to improve our NSS scores. These are:

- Improving communication with students
- Improving our practice around assessment and feedback
- Increasing our students' feelings of belonging to an academic community.

11. Medium term student experience – a 3-5 year horizon allows a more wide-ranging and ambitious approach to improving the student experience. Key to this are:

- Increasing HR focus on learning and teaching, through setting minimum standards of performance, continuing our development of promotion criteria, and enhancing staff training in this area.
- Developing the personal tutor system to ensure that all students are mentored and supported, linked to increasing the breadth and depth of our central student support provision
- Developing the co-curriculum, for example by increasing the number of students who take part in the Principal's Go Abroad Challenge or who complete the Edinburgh Award
- Developing the curriculum to increase our innovation and use of technology, linking students to research and increasing their agency to design their learning.
- Ensure that our estate is developed in such a way that student learning is supported and enhanced.

### **Resource implications**

12. A five year, costed programme of work around the Student Experience and NSS remediation was agreed by Court and (then) Finance and General Purposes Committee in May 2013. This plan was endorsed in September 2014, subject to increased support from senior staff to expedite progress. Annual funding for this plan is subject to decisions within the planning round.

13. The Student Experience Project comes to an end in August 2015, and requests for the continuation of key elements of the project are part of the current planning round. Innovation around the curriculum is being discussed within the University at present, and small scale pilots are being funded until August 2015. A request for extension funding is part of the planning round.

### **Risk Management**

14. No change is required to the University Risk Register.

**Equality & Diversity**

15. Work is ongoing to interrogate these results with an equality and diversity approach, but the overall data as presented here require no adjustments.

**Next steps/implications**

16. Work will continue on our major strands of student experience and survey remediation. Regular updates will be provided to Court.

**Further information**

17. Author

Vice Principal Sue Rigby  
3 February 2015

Presenter

Vice Principal Sue Rigby

**Freedom of Information**

18. This paper is open.



UNIVERSITY COURT

9 February 2015

**Update: Outcome Agreement Process**

**Description of paper**

1. The paper provides an update to Court on the Outcome Agreement process and the SFC expectation that a finalised Outcome Agreement will be submitted on 28 February 2015.

**Action requested**

2. Court is asked to note the update and the impact on the business planning round.

**Recommendation**

3. Court is recommended to agree that discussion on the Outcome Agreement process continue with SFC and to note the revision to the business planning schedule.

*Paragraphs 4 – 16 have been removed as exempt from release due to FOI.*

**Risk Management**

17. The failure to agree an Outcome Agreement by the deadline of 28 February 2015 represents a potential risk to the University's reputation. However, given the scale of the uncertainty around the level of SFC Research Excellence Grant funding and the likelihood that this will not be resolved until the end of March at the earliest, there is a clear explanation for the delay in agreement. The level of funding available will of course impact on the resources available through the planning round and the level of surplus generated given the rapidity of the potential change.

**Equality & Diversity**

18. The Outcome Agreement specifically reflects the Universities commitments to Equality and Diversity and in particular includes the statutory requirement for a Widening Access agreement with SFC.

*Paragraph 19 has been removed as exempt from release due to FOI.*

**Further information**

20. <u>Author</u>	<u>Presenter</u>
Tracey Slaven	Tracey Slaven
Deputy Secretary, Strategic Planning	
1 February 2015	

**Freedom of Information**

21. The paper should remain closed until final approval of the Outcome Agreement by the University Court.



UNIVERSITY COURT

9 February 2015

IT Infrastructure Review

**Description of paper**

1. This paper accompanies the IT Infrastructure Roadmap document produced as the key output of the IT Infrastructure Review held over the period 30 July to 7 November 2014.

URL: <https://www.wiki.ed.ac.uk/display/UCC/University+Court>

**Action requested**

2. Court is invited to note and comment on the proposed approach.

**Recommendation**

3. Court is invited to note the development of a costed 5 year roadmap for the University's IT Infrastructure and that the funding will be considered as part of the University's planning round.

*Paragraphs 4 – 13 have been removed as exempt from release due to FOI.*

**Risk Management**

14. It is essential that we repay the debt by replacing equipment which is beyond its normal replacement cycle. If we do not do this, the University telephone system will be at serious risk of catastrophic failure within the 5 year horizon of the roadmap and we will see increasing unreliability and poor performance in our edge network. Users would be likely to experience disconnections at peak times and frustrating delays when accessing their data, which would be felt most acutely by those with large research data sets.

**Equality & Diversity**

15. This paper highlights a number of projects to be actioned. Given the complexity of each project an individual Equality Impact Assessment (EqIA) will be conducted for each one in order to ensure that all potential positive and negative impacts to all nine protected characteristics are considered. The EqIAs will be the responsibility of each Project Manager and will be undertaken in a timely fashion.

*Paragraph 16 has been removed as exempt from release due to FOI.*

**Consultation**

17. The Review Panel comprised representatives from the Colleges and Support Groups as well as external representatives from Scottish Government, University of Oxford and Deloitte. The Knowledge Strategy Committee at its meeting on 23 January 2015 fully endorsed the approach and approved the IT Infrastructure Roadmap noting that additional areas of work were still to be considered and costed. The Policy and Resources Committee at its meeting on 26 January 2015 considered and welcomed the approach noting that the funding to take forward the IT Infrastructure Roadmap would require to be considered as part of the planning



round. The IT Infrastructure Roadmap and will also be discussed at the next meeting of the Estates Committee.

**Further information**

18. Authors

Tony Weir  
Simon Marsden  
Jo Craiglee  
Information Services  
January 2015

Presenter

Professor A Smyth  
Convener KSC

**Freedom of Information**

19. The paper is closed.



UNIVERSITY COURT

9 February 2015

J

**Student Accommodation at Buccleuch Place and Meadow Lane –  
Business Case**

**Description of paper**

1. The paper presents the detailed business case for the redevelopment of 1-13 Buccleuch Place to provide 246 student bed spaces and a new build Student Accommodation Development on Meadow Lane with 138 bed spaces.

**Action requested**

2. Court is asked to approve, subject to the outcome of discussions at the Central Area Programme Board.

**Recommendation**

3. It is recommended that Court note Estates Committee's (EC) discussion (refer Paper I Item 10), at its meeting on 10 December 2014. EC endorsed a recommendation to proceed, however, EC noted that in the context of discussion around the recommendation to defer development of the David Hume Tower (DHT), refurbishment of accommodation on Buccleuch Place currently ring-fenced for student accommodation, might offer potential expansion space for the School of Economics pending the deferred refurbishment of the DHT. EC noted that design could continue as committing to a construction contract was not required until later in 2015 after which the Central Area Programme Board will have considered the options and made a recommendation about confirmed development in the central area.

*Paragraphs 4 – 9 have been removed as exempt from release due to FOI.*

**Risk Management**

10. A project risk register has been prepared which also incorporates mitigating measures. The project team will utilise this for managing the project risks and this will be reviewed at each meeting of the Project Board.

**Equality & Diversity**

11. The project will give due consideration to equality and diversity. A disability audit will be carried out on the design proposals.

*Paragraph 12 has been removed as exempt from release due to FOI.*

**Consultation**

13. The recommendations and implications have been approved by the Estates Committee on 10 December 2014 and the Project Board for Buccleuch Place and Meadow Lane, as well as Policy and Resources Committee on 26 January 2015.

**Further information**

14. Author  
Jane Johnston and Richard Kington

Presenter  
H Edmiston  
Director of Corporate Services

**Freedom of Information**

15. This paper should be closed to protect the commercial interests of the University and potential contracting parties.



**UNIVERSITY COURT**

**9 February 2015**

**College of Medicine and Veterinary Medicine  
Reorganisation of Endowments**

**Description of paper**

1. This paper sets out proposed reform of the management of various endowment funds held by the University for the benefit of the College of Medicine and Veterinary Medicine (CMVM) in order to achieve more efficient use of endowment fund income.
2. CMVM has reviewed performance in use of its endowments in detail and found that for the three financial years 2010/11-2012/13 approximately £3.5m of endowment income went unused. A model for reform and reorganisation into Strategic Funds is proposed which may also prove useful for other Colleges.

**Action requested**

3. Court is invited to consider the proposals with regard to the application of endowment funds which have been held in excess of 25 years.

**Recommendation**

4. On the recommendation of the Policy and Resources Committee, Court is invited to exercise its power under Ordinance 209 and adopt the reform as detailed in this paper. Also on the recommendation of the Policy and Resources Committee Court is further invited to approve the revised reporting and approval process set out in appendix A.

*Paragraphs 5 – 17 have been removed as exempt from release due to FOI.*

**Risk Management**

18. It is considered that risk in regard to legal and other compliance obligations has been managed adequately through adherence to the provisions of Ordinance 209. Where original donors or their heirs and assigns can be identified through reasonable steps they will be informed of proposed change in relation to over 25 year old endowments as a matter of courtesy. For endowments of 10-25 years vintage, change will follow on full consultation where reasonably practicable, or the status quo will continue if donors cannot be traced or are opposed to change. The estimated residual capital sums and income are not inconsiderable and it will be a key element of reform to ensure that these are used as fully as possible in accordance with donors' wishes.

19. There is a higher likelihood of risk in doing nothing, leading to continuation of an inefficient system and poor use of resources, embarrassment in relation to previous donors and discouragement of potential donors. The reforms proposed aim to avoid these by demonstrating, transparently, efficient use of funds on the Teaching, Learning and Research objectives of the College.

### **Equality & Diversity**

20. Insofar as the majority of undergraduate admissions in Medicine, Veterinary Medicine and Oral Health Sciences are now women, the purpose of some endowments originally aimed at assisting the education of women has now been achieved and the proposed reforms actually extend women's benefits from access to medical, veterinary and oral health education.

21. Endowment support for offspring of professional practitioners, those from specific geographical locations or of particular faith will give way to support being available on a more equitable and meritorious basis to the full diverse student community.

*Paragraph 22 has been removed as exempt from release due to FOI.*

### **Consultation**

23. The recommendations in this paper have been subject to consultation with the College's Strategy Group, Director of Finance, the University Secretary and the Head of Legal services.

24. The reforms recommended take into account the advice of External Auditors KPMG, in 2012/13, that review should be accelerated to take advantage of the powers made available under Ordinance 209.

### **Further information**

25. Author

I McArdle

College Accountant, CMVM

Presenter

Mr H Edmiston

Director of Corporate Services

### **Freedom of Information**

26. This paper is closed.

### Approval and Reporting process

1. Once Colleges have identified potential endowments and the proposed variation in use, approval of the Director of Finance should be obtained. The Director of Finance will then put forward, in consultation with the Colleges and the Development Trust, a proposal to ~~F&GPC. Policy and Resources Committee.~~ ~~F&GPC–Policy and Resources Committee~~ will then consider whether the proposed changes are reasonable, prior to wider consultation with the Donor or their representatives, Senate and any other third party considered appropriate.
2. ~~F&GPC Policy and Resources Committee~~ will be presented with sufficient information to determine if the proposed change of use is appropriate. Such information will include:
  - details of the original terms of the endowment, if possible
  - an explanation as to why these cannot be met
  - an alternative proposal for the endowment
  - financial data (including current capital value/accumulated revenue, proposals to liquidate accumulated revenue, financial impact of the alternative proposals etc.)
3. If the endowment is under 25 years old the Donor must be consulted prior to the views of Senate being sought. If the endowment is between 10-25 years old reasonable steps will be taken to consult with the Donor or their representatives and due consideration given to their wishes. If the endowment is under 10 years then the consent of the Donor or their representatives is required or no variation can be made to the terms and conditions of the endowment.
4. Finance will liaise with Colleges and the Development Trust prior to the Donor or their representative being contacted. If the Donor or their representative is content with the proposals the views of Senate can then be sought and then a paper presented to Court for approval. If the Donor or their representative wishes consideration of a different use for the endowment, the proposals will be referred back to the Development Trust and the College to ensure that the Donor's new wishes can be carried out and then a new paper will be presented to the next meeting of the ~~F&GPC–Policy and Resources Committee.~~
5. After all consultations are complete, Finance will prepare a final paper to be presented to Court confirming current terms and conditions and the proposed alterations together with comments from Donors or their representatives, and Senate as appropriate.

Approved by Court on 19 September 2011



UNIVERSITY COURT

9 February 2015

**Enhancing the Employment of Hourly Paid Employees**

**Description of paper**

1. The purpose of this paper is to provide the University Court with an update on the ongoing work with regards to the employment arrangements for hourly-paid employees. The University has now ceased the use of zero-hours contracts/*Hours to be Notified* (HTBN) contracts with all hourly-paid employees now being offered contracts which guarantee a minimum number of hours of work.

**Action requested**

2. Court is asked to note this paper

**Recommendation**

3. There are no specific recommendations.

**Background and context**

4. The University is committed to enhancing the employment of this important category of employees with a specific focus being put on bringing *equity, clarity* and *transparency* to the relevant employment practices. To this end a longer term programme of work is anticipated which will establish more robust recruitment and selection processes; assist with workforce planning; provide access to appropriate annual review processes and relevant development opportunities. The key will be to develop clear and consistent practices that recognise different arrangements are needed for hourly-paid employees engaged in different types of employment but the corner stone of this programme of work is to improve the employment experience of those who are directly involved in teaching and learning which we believe will ultimately have a positive effect on the overall student experience.

**Discussion**

5. This project is being led by University HR Services (UHRS) and senior HR managers from across the devolved HR community. The immediate focus has been to work with the business areas to consult with the c 4,000 hourly-paid employees to complete the move away from HTBN contracts onto contracts which guarantee a specified number of hours of work and it is pleasing to report that this, not insubstantial, piece of work is now completed.

6. It is important to emphasise that this project has also benefited from effective joint working with representatives from the Joint Unions Liaison Committee and from EUSA who have helped us to develop an employee survey which is currently available to the hourly-paid employees. Once the survey has closed the findings will be analysed and communicated to the University community. The aim is to then use these findings to help to develop proposals to modernise the existing employment practices for hourly paid employees.

7. We are also working to ensure this project is linked with existing streams of work being led by others across the University such as the Tutors and Demonstrators

Review being led by Vice-Principal Professor Sue Rigby; the review of postgraduate bursaries and scholarships and the Annual Review Task Group.

### **Resource implications**

8. There are no current resource implications.

### **Risk Management**

9. The project has a Project Board (chaired by the Director of Human Resources) which meets on a monthly basis. The Project Board has a membership which consists of people from the senior HR teams and also representative stakeholders from across the organisation. We are working in partnership with colleagues in the Joint Trade unions and with EUSA to help ensure that any risks associated with consultation and communication of the project are mitigated effectively.

### **Equality & Diversity**

10. A full Equality Impact Assessment will be taken as part of the consideration of any changes which may be proposed.

### **Next steps/implications**

11. The Project Board will continue to meet on a monthly basis and through 2015 and will provide regular reports to the People Committee.

### **Further information**

12. *Author*

Maureen Munro

Senior HR Partner (Employee Relations)

15 January 2015

*Presenter*

Zoe Lewandowski

Director of Human Resources

### **Freedom of Information**

13. This paper is open.





UNIVERSITY COURT

9 February 2015

**EUSA President's Report to Court**

**Description of paper**

1. This paper is to note the developments of Edinburgh University Students' Association since the last Court meeting and any matters arising from previous Court meetings.

**Action requested**

2. Court is asked to note this report.

**Recommendation**

3. That information provided in this paper be considered to support other projects and initiatives to improve student satisfaction at the University of Edinburgh.

**Background and context**

4. Edinburgh University Students' Association has provided reports to Court on projects, campaigns and developments of the organization as a whole.

**Discussion**

5. *EUSA's Finances*

EUSA continues to perform strongly in 2014/15, with a year to date surplus significantly ahead of the budgeted position. We do expect this to fall between January and March, and we have also moved forward several revenue expenditure projects totalling £75,000 into this year. We forecast the surplus at the year-end to be in the region £200-250k.

6. *The Last Three Months*

- Our By Elections took place in early October and saw a huge increase in the number of nominations which were more than double the previous year, voting numbers were also increased on the previous year.
- Another successful University Challenge Team selection took place in November. This was done in a more exciting and interactive way this year, with the final selection stage being run along the format of a live show. As part of our Teviot 125 celebrations, the student team competed against an alumni team selected by the University and hosted by Brian Taylor, the BBC's Scottish Political Editor. Our student team won!
- Another round of student staff recruitment took place in October to bring the staffing compliment up to required levels for Receptions across EUSA.
- The second EUSA Bake-off took place in November and raised £277 for Gordon's Fight Back and Motor Neuron Disease Scotland. Gordon Aikman was a EUSA Sabbatical Officer in 2007/2008 and was diagnosed with MND early in 2014.

## 7. *Retail*

Turnover in the period was 5% ahead of budget and due to KBCS significantly ahead of last year continuing the trends seen throughout the year with 14% growth.

8. Trade at Pottershop overall service aim in Retail is to share the basic grab and go concept at each outlet but then distinguish it with an add on service-e.g. deli or pies. Sales analysis at DHT shows a significantly higher proportion of our sales being stationary related. Pollock reported 10% year on year growth and KBCS 53%.

## 9. *Lease Agreements*

Teviot print are seeking to extend due to levels of demand and we continue to assist the dental practice via agreed marketing support (Included in the rental agreement) to extend their patient base.

## 10. *NHS Dentist*

Currently, the NHS Dentist has taken 3,000 registered patients and have conducted 800 treatments in semester one.

## 11. *Departmental Reviews and Consultation Process*

Departmental reviews and consultation process completed to focus internally on improving service standards. With the recruitment of an external business development manager to focus on concept development within our existing trade but also externally facing to see what other business we can pick up in Edinburgh similar to the National Library of Scotland franchise.

## 12. *Sabb training review and planning*

We have begun the planning process for sabbatical changeover and training for 2015. I ran review sessions with our Learning and Development Co-ordinator with the 4 sabbaticals recently to enable longer-term reflection on how well their induction and training had prepared them for the role, and we will be able to make improvements to the timetable as a result. We are already planning for a longer residential induction with the Sabbatical Officers and SMT this year, and will be developing more tailored induction/training sessions for each individual role.

## 13. *Strategic Planning*

EUSA continues to develop its strategic plan and fully address how we can be more relevant to students. We are making strides to finish our plan and decide on a collective ethos for our students' association.

14. It is time we move forward and progress towards supporting and representing students the most effective way we can. We are looking at our democratic deficit and seek to examine why the entire student movement is suffering from lack of engagement. Politics has changed and is changing. We are prepared to move forward and be honest about our challenges to better address them for students in the future.

## 15. *First Term in Review*

We have secured guaranteed grant payments for students on the ERASMUS programme.

16. I have helped assist the launch of the University of Edinburgh New York Office to provide better support to prospective students and help build infrastructure to better connect students with alumni network based in the United States.

17. I am in conversations with the University to look at how better to support social innovators on campus through EUSA activity and University activity this is something I feel the University should incorporate into its outcome agreement which will ensure funding is provided to support this growing area of interest for students.

18. I continue to help the University develop its new community engagement strategy now within the remit of Senior Vice-Principal Professor Charlie Jeffery. I believe this strategy could improve support for students interested in engaging with the local community but is also a platform to help us address tensions in the local community around student housing.

19. I spoke to a room for a Lords and MPs at an event hosting for the University of Edinburgh by the Secretary of State for Scotland Alistair Carmichael. I asked politicians in the room to assess whether or not there is enough funding for students in higher education or whether or not they are addressing barriers to higher and further education. I set the challenge to assess whether or not higher education is still worth it in this day and age. I also asked them to consider whether they believe HE and FE is preparing us for a changing economy in an age of social innovation. The talk was well-received.

20. *Edinburgh Student Arts Festival (ESAF)*

The Edinburgh Student Arts Festival launches on Thursday February 5th at the Assembly Roxy. Our festival will take place over seven days in five venues, the Assembly Roxy, the Pleasance, Gayfield Creative Spaces at the top of Leith Walk and two satellite venues, Dundas Gallery featuring the exhibition 'Creativity Takes Courage' organized by ECA student Leonora Rae and Edinburgh University Footlights production of Rent at Churchill Theatre in Morningside.

21. This festival has been a fantastic collective effort. Our committee of 33 comprises of students from all five HE and FE institutions in Edinburgh. This festival would not have happened without the co-chairing support of Johnathan Elmer, Vice President of Queen Margaret University Union (QMUU). The festival will feature over 80 visual artists and 35 performance artists. We have had support from Creative Scotland, Creative Edinburgh and the Fringe Festival Society. My vision is for this Festival to become an annual festival in its own right in the years to come.

22. We have received some press coverage from STV Edinburgh:  
<http://edinburgh.stv.tv/articles/307033-edinburgh-student-arts-festival-2015-launches-february-5-13/?fromstreampost=201664> and will continue to work with other arts partner to advertise our festival.

23. Tickets will be available through our website:  
[www.edinburghstudentartsfestival.com](http://www.edinburghstudentartsfestival.com) next week!

#### 24. *Pilot Cycle Hire Scheme*

Our pilot cycle hire scheme will launch on 16 February during Innovative Learning week. This soft launch will include 20 bicycles available to students interested in participating in the pilot. We will provide training on bike maintenance, road safety and cycling safety for our cyclists. Cycling was on my manifesto, so I am very happy to say I have been able to accomplish this manifesto point.

25. We are working with a consultant and partnering with the University of Edinburgh's Transport and Parking Office to deliver this pilot scheme. Stay tuned!

#### 26. *City Wide Cycle Hire Scheme*

The Edinburgh City Council Petitions Committee is reviewing the petition for the City Wide Cycle Hire Scheme 'Why Not Edinburgh?' proposed by Stuart Mitchell. I have been asked to give a deputation statement in front of the Petitions Committee Thursday, 22 January at 2pm. The committee meeting will be webcast live. I intend to speak on the importance of affordable, sustainable transport in our city and will give the pilot cycle hire scheme as an example of initiatives that promote cycling and pro-environmental behaviour in the city.

27. The petition was passed by the ECC Petitions Committee and will support a report conducted by JCDecaux as a result of the new street furniture agreement the city council has signed with the company. This petition will be sent through to Scottish Parliament's Transport and Environment Committee. I have been asked to give a deputation statement in support of the report that will be represented to T&E Committee in March.

#### 28. *EUSA Transport Survey Update*

From the efforts of my lobbying the University and the success of the medical students' transport campaign, the University has tasked Parking and Transport Manager Emma Crowther to enlist a consultant to review the University's public transport provision. Our joint transport survey aims to influence the research conducted on the public transport and overall transport provision at the University.

### **Comments**

29. Court should note the success of the pilot bicycle hire scheme from Pollock Halls in joint partnership between EUSA and the University of Edinburgh's Transport and Parking Office.

30. Court should also note the success and uptake of students participating in the Edinburgh Student Arts Festival (ESAF).

31. Court should lastly note the projects, campaigns and initiatives influenced or started by the current Sabbatical Officer team. I hope Court members feel the positive impact of EUSA Sabbatical Officers this year.

### **Resource implications**

32. There are no resource implications for this report because this report is retrospectively outlining existing projects.

**Risk Management**

33. Not applicable.

**Equality & Diversity**

34. Equality and Diversity considerations are implicitly included in this paper. Edinburgh University Students' Association (EUSA) represents the interests of a diversity of student interest groups and exists to maintain the equal representation of students and student groups.

**Next steps/implications**

35. There are no next steps to be taken as a result of this paper.

**Consultation**

36. All relevant EUSA Sabbatical Officers, staff members, student staff and members of our organisation. Any items relating to partnerships with other organizations or branches of the University include information provided by all participating stakeholders.

**Further information**

37. Author

Briana Pegado  
EUSA President  
26 January 2015

Presenter

Briana Pegado  
EUSA President  
26 January 2015

**Freedom of Information**

38. Information in this paper is not confidential. This paper is open.



UNIVERSITY COURT

9 February 2015

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**Policy and Resources Committee Report**

**Committee Name**

1. Policy and Resources Committee.

**Date of Meeting**

2. The Committee met on 26 January 2015.

*Paragraphs 3 – 10 have been removed as exempt from release due to FOI.*

**Equality & Diversity**

11. There are no specific equality and diversity issues associated with this report.

**Further information**

12. Author

Dr Katherine Novosel  
February 2015

Presenter

Dr Anne Richards  
Convener Policy and Resources  
Committee

**Freedom of Information**

13. This paper is closed: Its disclosure would substantially prejudice the commercial interests of the organisation.

# Policy for Naming of Buildings, Rooms and other Facilities

## Introduction

The naming of buildings at the University of Edinburgh is associated with a number of opportunities:

- Honour the achievements of certain individuals;
- Recognition of significant benefaction.

The University has a significant programme of building, renovation and restoration works, for which it seeks philanthropic giving as a means to achieve these aspirations. As philanthropy plays an increasing role in realising these ambitions we need to recognise the particular generosity of individuals, groups or commercial organisations for their support in the construction of buildings on campus.

This Policy should be followed where the Ethical Screening of Donations procedures have been complied with, in full, and agreement reached on the receipt of a donation which is acceptable to the University. This Policy does not attempt to cover all eventualities but aims to provide a reasonable framework under which the naming of buildings, rooms and other facilities can be considered.

## 1. Purpose

The Policy:

- Ensures compliance with the University regulations and procedures;
- Clearly establishes where responsibility and authority for taking decisions resides;
- Ensures that decisions are made in a coherent and consistent way in accordance with the University's objectives;
- Ensures the rationale for decisions can be clearly articulated.

## 2. Application

The Policy will be required when:

- A benefactor provides funding towards the cost of constructions or refurbishment of a building or other facility; or
- When the University wishes to honour an individual of very great distinction with connections to the University of Edinburgh. E.g. if an alumnus or former colleague should be distinguished with an award, such as a Nobel Prize, or similar.

## 3. Identifying Naming Opportunities

- 3.1. Development & Alumni will be responsible for reviewing all forthcoming capital projects and determine whether there are suitable opportunities for offering naming rights in exchange for charitable donations. These will form part of the fundraising strategy for the project and will be submitted to Estates Committee.

- 3.2. A naming opportunity will be sought for any building or part hereof which the Executive Director of D&A determines is likely to appeal to a donor. The aim will be to maximise the number of opportunities available whilst recognising that not all will be successfully funded.

#### **4. Guidelines**

- 4.1. The Executive Director will set a donation range required to offer the naming rights as part of the project fundraising strategy. The following guidance will be considered when setting rates:
  - 4.1.1. Gifts should be in the region of 50% of the building or construction cost of the room or building. However, an amount ranging from 35% to 70% may be considered appropriate depending on circumstances.
  - 4.1.2. Donor names proposed for ornamental features (such as fountains) or landscaping will normally require a gift to cover the full cost of the project and a maintenance fund.
  - 4.1.3. Various factors will influence this pricing including the market value evidenced by examples of gifts given to other universities for similar purposes.
- 4.2. Facilities within a building may be more appropriate for lower-level benefactions. It may very occasionally be appropriate to name a building in recognition of extraordinary contributions made by long-standing benefactors to the University, where no gift has been made towards the cost of the specific building in question.

#### **5. Criteria for Naming**

- 5.1. The University may name a facility in recognition of a donor who has made a significant financial contribution to the University.
- 5.2. Naming of a facility will only be entered into with the full consent of the Donor, or their representative.
- 5.3. In determining the appropriateness of naming, Estates Committee should consider the following factors:
  - 5.3.1. Net present value of any and all gifts to the University from the Donor
  - 5.3.2. Appropriateness of associating the Donor's name with the University
  - 5.3.3. Due Diligence, including any requirement for ethical screening, to be carried out and discussed with the relevant academic area before the proposal is put to the Estates Committee
- 5.4. No proposal will be considered by the Committee without a Memorandum of Agreement, or substitute, being in progress between the University and the Donor in relation to the facility and donation in question.
- 5.5. The Executive Director of D&A will provide guidance and advice to the committee regarding the size of the donation and appropriateness of the naming opportunity and its duration, and should always be party to the discussion on naming of facilities where a donation has been received
- 5.6. All signage will be in keeping with the University's Corporate Identity, and corporate or organisational logos will only be included in exceptional circumstances and in such cases, not to the detriment of the University's brand.



## **6. Process for Approval of Naming**

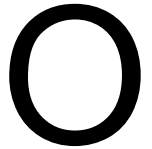
- 6.1. Prior to any discussions with a Donor regarding naming of a facility, a proposal for naming facilities will be forwarded to the Executive Director of D&A for initial review.
- 6.2. This may include a letter of support from the relevant Head of School (or equivalent). For major capital projects, naming opportunities according to donation levels may form part of the approved fundraising strategy for those projects, and will follow approval procedure as stated in this document.
- 6.3. At the earliest possible stage, the Executive Director will seek advice from the Principal, and, if appropriate, the Convener of the Estates Committee and the Director of Estates.
- 6.4. A proposal will then be submitted to the Estates Committee outlining the circumstances for the naming with confirmation from the Head of College (or relevant project leader) that they are happy with the proposal. If the matter requires urgent approval, in consultation with the Convener of Estates Committee, this can be sought by circulating the report electronically and asking for responses by an agreed deadline.
- 6.5. If the proposal is agreed by Estates Committee then a recommendation for approval would be made to the Policy and Resources Committee (P&RC).
- 6.6. In the case of naming significant and high profile buildings P&RC may wish to seek final approval from University Court.
- 6.7. Once approved the Executive Director can proceed with negotiations and finalising the Memorandum of Agreement with the donor.

## **7. Terms of Naming Rights**

In approving naming decisions, P&RC is required to consider the term for which the naming rights should be conferred.

- 7.1. Where a benefactor has made a substantial donation, it may be appropriate to confer the name 'in perpetuity' i.e. for the life of the building, room or other facility. However, it will be customary to specify a period of time of up to 50 years.
- 7.2. Where the building, room or facility then undergoes demolition or redevelopment, the use of the name will cease at that time.
- 7.3. Where a facility has been refurbished, it may be appropriate to name the facility until such times as the next refurbishment is required.
- 7.4. The duration of a Donor's name on a facility will ordinarily continue for as long as the facility is used for the purpose for which the naming occurred, except where a specific timeframe has been agreed for naming of a facility
- 7.5. Any naming must comply with any legal agreements entered by the University, such as funding agreements or limitations imposed by the planning authorities.
- 7.6. Upon demolition, replacement or re-designation of purpose of the facility, the University may deem that the naming period has concluded.
- 7.7. Reasonable efforts will be made to give advance notice to a Donor in the above circumstances.
- 7.8. In appropriate circumstances, a facility may be named for a specific timeframe, and this will be clearly stated in the Memorandum of Agreement for the donation, or its substitute. This will also be set out in the minutes of the Estates Committee. At the end of the timeframe, the Donor will be given the opportunity to renew the naming with an appropriate donation.

- 7.9. In certain circumstances, the University reserves the right to revoke and terminate its obligations regarding naming of a facility, with no financial responsibility for returning any received contributions to the Donor.
- 7.10 . If the Donor fails to maintain payments on a pledge upon which the naming was bestowed, naming will normally be revoked by the University.



**UNIVERSITY COURT**

**9 February 2015**

**Nominations Committee Report**

**Committee Name**

1. Nominations Committee.

**Date of Meeting**

2. The Committee met on 28 January 2015.

*Paragraphs 3 – 7 have been removed as exempt from release due to FOI.*

**Equality & Diversity**

8. The University wishes to ensure a diverse membership of Court and its Standing and Thematic Committees and action is taken to attract when advertising for members external to Court and the University applications from across the community. To re-enforce its commitment, Court has approved a University Court Equality and Diversity Policy.

**Further information**

- |    |                      |                                 |
|----|----------------------|---------------------------------|
| 9. | <u>Author</u>        | <u>Presenter</u>                |
|    | Dr Katherine Novosel | Dr Anne Richards                |
|    | January 2015         | Convener, Nominations Committee |

**Freedom of Information**

10. This paper is closed.



THE UNIVERSITY of EDINBURGH

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UNIVERSITY COURT

9 February 2015

**Knowledge Strategy Committee Report**

**Committee Name**

1. Knowledge Strategy Committee.

**Date of Meeting**

2. The meeting was held on 23 January 2015.

*Paragraphs 3 – 8 have been removed as exempt from release due to FOI.*

**Equality & Diversity**

9. There are no specific equality and diversity issues associated with this report.

**Further information**

10. Author

Dr Katherine Novosel  
Head of Court Services  
January 2015

Presenter

Professor A Smyth  
Convener, Knowledge Strategy  
Committee

**Freedom of Information**

11. This paper is open.



UNIVERSITY COURT

9 February 2015

SENATUS ACADEMICUS REPORT

**Committee Name**

1. Senatus Academicus – Electronic Senate

**Date of Meeting**

2. 13 - 21 January 2015

**Action Required**

3. To note the key points from the Electronic Senate meeting.

**Key points**

4. "*Consultation on the Higher Education Governance Bill*", Paper e-S 14/15 2 C - the Senatus endorsed the University's proposed position on the aspects of the consultation that relate to academic governance.

5. No observations were received on the draft resolutions contained in "*Resolutions – Chairs*" paper, Paper e-S 14-15 2 G, circulated to Electronic Senate conducted from Tuesday 13 to Wednesday 21 January 2015.

**Further information**

6. Author  
Philippa Ward  
Academic Services  
26 January 2014

**Freedom of Information**

7. This paper is open



UNIVERSITY COURT

9 February 2015

**Resolutions**

**Description of paper**

1. The paper invites Court to approve Resolutions to establish chairs or change the names of existing chairs in accordance with the agreed internal arrangements and the requirements as set out in the Universities (Scotland) Act 1966.

**Action requested**

2. Court is invited to consider the attached Resolutions presented in final format.

**Recommendation**

3. Court is invited to approve the attached Resolutions.

**Background and context**

4. In accordance with the Universities (Scotland) Act 1966, Court has powers exercisable by Resolution in respect of a number of matters including founding professorships (chairs). The Act also stipulates that Senate, the General Council and any other body or person having an interest require to be consulted on draft Resolutions throughout the period of a month with the months of August and September not taken into account when calculating the consultation period. The University has also in place approval arrangements for the creation of established or personal chairs which involves the Central Management Group and the Central Academic Promotion Committee.

**Discussion**

5. In accordance with the agreed processes and with no observations having been received from Senate, the General Council or any other body or person having an interest, Court is invited to approve the following Resolutions (attached as appendix 1):

Resolution No. 1/2015:	Foundation of a A G Leventis Foundation Chair of Byzantine Studies
Resolution No. 2/2015:	Foundation of a Chair of Energy Storage
Resolution No. 3/2015:	Foundation of a Chair of Combustion Engines
Resolution No. 4/2015:	Foundation of a Chair of Evolutionary Ecology
Resolution No. 5/2015:	Foundation of a Chair of Carbon Management and Education
Resolution No. 6/2015:	Foundation of a Chair of Physics Education
Resolution No. 7/2015:	Foundation of four Chairs of Technology Enhanced Science Education
Resolution No. 8/2015:	Foundation of a Personal Chair of Molecular Metabolism
Resolution No. 9/2015:	Foundation of a Chair of Economics

**Resource implications**

6. There are no specific resource implications associated with this paper. Part of the approval process involved confirmation of the funding in place to support these new

Chairs.

### **Risk Management**

7. There are reputational considerations in establishing and renaming Chairs which are considered as part of the University's approval processes.

### **Equality & Diversity**

8. There are no specific equality and diversity issues associated with this paper. However equality and diversity best practice and agreed procedures are adopted in appointing individuals to chairs.

### **Next steps/implications**

9. Senate and the General Council will be notified that these Resolutions have been approved. The list of approved Resolutions is annually reviewed and published on the University's web site.

### **Consultation**

10. Senate and the General Council have been asked for observations on the draft Resolutions and a notice has been displayed on the Old College notice board and published on the web to enable observation from any other body or person having an interest to express observations.

### **Further information**

11. Author  
Dr Katherine Novosel  
Head of Court Services  
February 2015

### **Freedom of Information**

12. This paper is open.

**UNIVERSITY OF EDINBURGH**

**Resolution of the University Court No. 1/2015**

**Foundation of a A G Leventis Foundation Chair of Byzantine Studies**

At Edinburgh, the Ninth day of February, Two thousand and fifteen.

WHEREAS the University Court deems it expedient to found a A G Leventis Foundation Chair of Byzantine Studies:

THEREFORE the University Court, after consultation with the Senatus Academicus and in exercise of the powers conferred upon it by Section 3 of the Universities (Scotland) Act, 1966, with special reference to paragraph 5 of Part II of Schedule 2 to that Act, hereby resolves:

1. There shall be a A G Leventis Foundation Chair of Byzantine Studies in the University of Edinburgh.
2. The patronage of the Chair shall be vested in and exercised by the University Court of the University of Edinburgh.
3. This Resolution shall come into force with effect from 1 September Two thousand and fifteen.

For and on behalf of the University Court

SARAH SMITH

University Secretary



**UNIVERSITY OF EDINBURGH**

**Resolution of the University Court No. 2/2015**

**Foundation of a Chair of Energy Storage**

At Edinburgh, the Ninth day of February, Two thousand and fifteen.

WHEREAS the University Court deems it expedient to found a Chair of Energy Storage:

THEREFORE the University Court, after consultation with the Senatus Academicus and in exercise of the powers conferred upon it by Section 3 of the Universities (Scotland) Act, 1966, with special reference to paragraph 5 of Part II of Schedule 2 to that Act, hereby resolves:

1. There shall be a Chair of Energy Storage in the University of Edinburgh.
2. The patronage of the Chair shall be vested in and exercised by the University Court of the University of Edinburgh.
3. This Resolution shall come into force with effect from 1 October Two thousand and fourteen.

For and on behalf of the University Court

SARAH SMITH

University Secretary

**UNIVERSITY OF EDINBURGH**

**Resolution of the University Court No. 3/2015**

**Foundation of a Chair of Combustion Engines**

At Edinburgh, the Ninth day of February, Two thousand and fifteen.

WHEREAS the University Court deems it expedient to found a Chair of Combustion Engines:

THEREFORE the University Court, after consultation with the Senatus Academicus and in exercise of the powers conferred upon it by Section 3 of the Universities (Scotland) Act, 1966, with special reference to paragraph 5 of Part II of Schedule 2 to that Act, hereby resolves:

1. There shall be a Chair of Combustion Engines in the University of Edinburgh.
2. The patronage of the Chair shall be vested in and exercised by the University Court of the University of Edinburgh.
3. This Resolution shall come into force with effect from 1 January Two thousand and fifteen.

For and on behalf of the University Court

SARAH SMITH

University Secretary

**UNIVERSITY OF EDINBURGH**

**Resolution of the University Court No. 4/2015**

**Foundation of a Chair of Evolutionary Ecology**

At Edinburgh, the Ninth day of February, Two thousand and fifteen.

WHEREAS the University Court deems it expedient to found a Chair of Evolutionary Ecology:

THEREFORE the University Court, after consultation with the Senatus Academicus and in exercise of the powers conferred upon it by Section 3 of the Universities (Scotland) Act, 1966, with special reference to paragraph 5 of Part II of Schedule 2 to that Act, hereby resolves:

1. There shall be a Chair of Evolutionary Ecology in the University of Edinburgh.
2. The patronage of the Chair shall be vested in and exercised by the University Court of the University of Edinburgh.
3. This Resolution shall come into force with effect from 1 October Two thousand and fourteen.

For and on behalf of the University Court

SARAH SMITH

University Secretary

**UNIVERSITY OF EDINBURGH**

**Resolution of the University Court No. 5/2015**

**Foundation of a Chair of Carbon Management and Education**

At Edinburgh, the Ninth day of February, Two thousand and fifteen.

WHEREAS the University Court deems it expedient to found a Chair of Carbon Management and Education:

THEREFORE the University Court, after consultation with the Senatus Academicus and in exercise of the powers conferred upon it by Section 3 of the Universities (Scotland) Act, 1966, with special reference to paragraph 5 of Part II of Schedule 2 to that Act, hereby resolves:

1. There shall be a Chair of Carbon Management and Education in the University of Edinburgh.
2. The patronage of the Chair shall be vested in and exercised by the University Court of the University of Edinburgh.
3. This Resolution shall come into force with effect from 1 August Two thousand and fourteen.

For and on behalf of the University Court

SARAH SMITH

University Secretary

**UNIVERSITY OF EDINBURGH**

**Resolution of the University Court No. 6/2015**

**Foundation of a Chair of Physics Education**

At Edinburgh, the Ninth day of February, Two thousand and fifteen.

WHEREAS the University Court deems it expedient to found a Chair of Physics Education:

THEREFORE the University Court, after consultation with the Senatus Academicus and in exercise of the powers conferred upon it by Section 3 of the Universities (Scotland) Act, 1966, with special reference to paragraph 5 of Part II of Schedule 2 to that Act, hereby resolves:

1. There shall be a Chair of Physics Education in the University of Edinburgh.
2. The patronage of the Chair shall be vested in and exercised by the University Court of the University of Edinburgh.
3. This Resolution shall come into force with effect from 1 August Two thousand and fourteen.

For and on behalf of the University Court

SARAH SMITH

University Secretary

**UNIVERSITY OF EDINBURGH**

**Resolution of the University Court No. 7/2015**

**Foundation of four Chairs of Technology Enhanced Science Education**

At Edinburgh, the Ninth day of February, Two thousand and fifteen.

WHEREAS the University Court deems it expedient to found four Chairs of Technology Enhanced Science Education:

THEREFORE the University Court, after consultation with the Senatus Academicus and in exercise of the powers conferred upon it by Section 3 of the Universities (Scotland) Act, 1966, with special reference to paragraph 5 of Part II of Schedule 2 to that Act, hereby resolves:

1. There shall be four Chairs of Technology Enhanced Science Education in the University of Edinburgh.
2. The patronage of the Chair shall be vested in and exercised by the University Court of the University of Edinburgh.
3. This Resolution shall come into force with effect from 1 January Two thousand and fifteen.

For and on behalf of the University Court

SARAH SMITH

University Secretary

**UNIVERSITY OF EDINBURGH**

**Resolution of the University Court No. 8/2015**

**Foundation of a Personal Chair of Molecular Metabolism**

At Edinburgh, the Ninth day of February, Two thousand and fifteen.

WHEREAS the University Court deems it expedient to found a Personal Chair of Molecular Metabolism:

THEREFORE the University Court, after consultation with the Senatus Academicus and in exercise of the powers conferred upon it by Section 3 of the Universities (Scotland) Act 1966, with special reference to paragraph 5 of Part II of Schedule 2 to the Act, hereby resolves:

1. There shall be a Personal Chair of Molecular Metabolism in the University of Edinburgh, which shall be established solely for the period of tenure of the Professor appointed, and on the Professor ceasing to hold office, the provisions of this Resolution shall cease to have effect, and the said Personal Chair shall thereupon cease to exist.
2. The patronage of the Personal Chair shall be vested in and exercised by the University Court of the University of Edinburgh.
3. Notwithstanding the personal nature of this Chair, the terms and conditions of appointment and tenure which by Statute, Ordinance and otherwise apply to other Chairs in the University shall be deemed to apply in like manner to the Personal Chair of Molecular Metabolism together with all other rights, privileges and duties attaching to the office of Professor.
4. This Resolution shall come into force with effect from 1 November Two thousand and fourteen.

For and on behalf of the University Court

SARAH SMITH

University Secretary

**UNIVERSITY OF EDINBURGH**

**Resolution of the University Court No. 9/2015**

**Foundation of a Chair of Economics**

At Edinburgh, the Ninth day of February, Two thousand and fifteen.

WHEREAS the University Court deems it expedient to found a Chair of Economics:

THEREFORE the University Court, after consultation with the Senatus Academicus and in exercise of the powers conferred upon it by Section 3 of the Universities (Scotland) Act, 1966, with special reference to paragraph 5 of Part II of Schedule 2 to that Act, hereby resolves:

1. There shall be a Chair of Economics in the University of Edinburgh.
2. The patronage of the Chair shall be vested in and exercised by the University Court of the University of Edinburgh.
3. This Resolution shall come into force with effect from 1 January Two thousand and fifteen.

For and on behalf of the University Court

SARAH SMITH

University Secretary





UNIVERSITY COURT

9 February 2015

US GAAP Annual Report and Accounts

**Description of paper**

1. This paper sets out the outcome of the deliberations of the Audit and Risk Committee and Court Sub-Groups established to take forward the adoption of the US GAAP Annual Report and Accounts which can be accessed at the following:  
<https://www.wiki.ed.ac.uk/display/UCC/University+Court>

**Action requested**

2. Court is invited to note that the Court Sub-Group, on the recommendation of the Audit and Risk Committee Sub-Group, agreed on behalf of Court to approve the Annual Report and Accounts prepared in accordance with the requirements of the US Generally Accepted Accounting Principles (GAAP).

**Recommendation**

3. No further action is required.

*Paragraphs 4 – 9 have been removed as exempt from release due to FOI.*

**Risk Management**

10. A risk report is included in the US GAAP Annual Report and Accounts to 31 July 2014.

**Equality & Diversity**

11. University funds are managed in accordance with its policies on equality and diversity. The Annual Report and Accounts includes a section on social responsibility and sustainability and the Principal's report includes a section on equality and widening participation.

*Paragraph 12 has been removed as exempt from release due to FOI.*

**Consultation**

13. The US GAAP Annual Report and Accounts have been drafted in consultation with stakeholders and the figures have been prepared and reviewed by External Audit.

**Further information**

14. Author

Dr Katherine Novosel  
Head of Court Services  
January 2015

Presenter

Dr B Black  
Convener of joint meeting

**Freedom of Information**

15. This paper is closed.



UNIVERSITY COURT

9 February 2015

**Scottish Funding Council Strategic Dialogue Meeting  
(14 May 2015)**

**Description of paper**

1. This paper invites Court to note that the strategic dialogue meeting with the Scottish Funding Council (SFC) is due to take place on 14 May 2015.

**Action requested**

2. Court is asked to note the paper.

**Recommendation**

3. The Court is asked to note that the strategic dialogue meeting with SFC will take place in May. Court is also asked to confirm the proposed agenda items.

**Background and context**

4. SFC seeks participation from Universities in the 3-4 year cycle of strategic dialogue meetings. The University of Edinburgh has participated in two previous SDMs in 2008 and in 2011, and SFC has requested our participation in the 2015 round of dialogue.

5. The SDMs are intended to benefit both the University and the Scottish Funding Council by enhancing the SFC's understanding of the particular context of the University of Edinburgh. The dialogue will also provide the opportunity to demonstrate the University's impact and highlight the main issues it faces.

**Discussion**

6. The agenda for the day will focus around three main topics proposed by the University. These will be agreed with the Scottish Funding Council in advance of the meeting.

7. The proposed agenda items are:

- The key distinctive strengths of the University of Edinburgh in Scotland, including its international reputation and standing.
- The economic contribution which the University makes to Scotland.
- Student experience.

8. Two members of Court have accepted the invitation to attend part of the meeting. Senior colleagues from across the University, as well as student representatives, will also be invited to participate in the meeting. This will ensure that the University is well represented.

**Resource implications**

9. There are no resource implications to note for this meeting.

**Risk Management**

10. The SDM provides an opportunity to ensure the relationship with the Scottish Funding Council is founded on a clear understanding of the strategic contribution of the University.

**Equality & Diversity**

11. No issues have been identified.

**Next steps/implications**

12. Colleagues in Governance and Strategic Planning will continue to make preparations for the strategic dialogue meeting with SFC. Any matters arising from this meeting will be reported back to the appropriate University Committee.

**Consultation**

13. This paper has been reviewed and approved by Tracey Slaven, Deputy Secretary, Strategic Planning.

**Further information**14. Author

Jennifer McGregor  
Governance and Strategic Planning  
1 February 2015

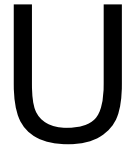
**Freedom of Information**

15. This paper is open.



UNIVERSITY COURT

9 February 2015



**Update: NASA Valkyrie Robot Purchase**

**Description of paper**

1. The paper outlines a change in the NASA Valkyrie Robot Project following substantive engagement and negotiation with NASA. There are no implications for the level of expenditure.

**Action requested**

2. Court is asked to note the amendment to this project and to endorse the work of the School of Informatics in developing an almost unique working relationship with NASA to underpin the project.

**Recommendation**

3. Court is recommended to note the additional risk associated with a move from purchase to lease and to confirm the approval for expenditure on this revised basis.

*Paragraphs 4 – 10 have been removed as exempt from release due to FOI.*

**Risk Management**

11. The risks associated with the loan arrangement, relative to outright purchase, relate to the potential for NASA to terminate the project at 30 days' notice and for increases in the costs of building the robot. The costs of the robot might then not be recoverable from the ESPRC grant. Informatics would bear the initial risk in this case but any significant exposure will be borne at College level.

12. NASA standard terms and conditions are very rigid but some flexibility has been negotiated to mitigate the risks. This includes the need for termination to be triggered by specific criteria and by including the ability to move to a tethered system instead of battery powered system as a way of mitigating costs. A full risk assessment, developed with Legal and Procurement leads, is available on the Court wiki: <https://www.wiki.ed.ac.uk/display/UCC/University+Court>

**Equality and Diversity**

13. There are no Equality and Diversity concerns as a result of this project.

*Paragraph 14 has been removed as exempt from release due to FOI.*

**Consultation**

15. Informatics has fully engaged College Senior Management as well as Procurement and Legal. The Head of the College of Science and Engineering is fully supportive of the project.

**Further Information**

16. Author  
Tracey Slaven  
Deputy Secretary, Strategic Planning  
3 February 2015

**Freedom of Information**

17. The paper is closed. Information relates to an ongoing research programme, is intended for future publication and disclosure would substantially prejudice that programme.



UNIVERSITY COURT

9 February 2015

University of Edinburgh Regents

**Description of paper**

1. This paper lists the current University of Edinburgh Regents and three new Regents.

**Action requested**

2. Court is asked to note the current list of University of Edinburgh Regents and to approve the appointment of three new Regents and approve the renewal of all Regents whose term is coming to an end.

**Recommendation**

3. It is recommended that Court approve the three new Regents: Professor Charles Hendry MP, Ms Christine Montgomery and Dr Philippa Gregory.

*Paragraphs 4 – 7 have been removed as exempt from release due to FOI.*

**Risk Management**

8. There are reputational risks, and policies and procedures are in place to mitigate risks associated with the fund raising activities.

**Equality & Diversity**

9. Full consideration has been given to equality and diversity issues.

*Paragraph 10 has been removed as exempt from release due to FOI.*

**Consultation**

11. Consultation has taken place with the individuals involved.

**Further information**

12. Author  
Senior Vice-Principal Professor Jeffery

**Freedom of Information**

13. This paper is closed.



UNIVERSITY COURT

9 February 2015

**Donations and Legacies to be notified**

**Description of paper**

1. A report on legacies and donations received by the University of Edinburgh Development Trust from 21 November 2014 to 21 January 2015, prepared for the Meeting of Court on 9 February 2015.

**Action requested**

2. Court is invited to note the legacies and donations received.

**Recommendation**

3. No further action is recommended at this time.

*Paragraphs 4 – 7 have been removed as exempt from release due to FOI.*

**Risk Management**

8. There are policies and procedures in place to mitigate risks associated with funding activities including the procedure for the ethical screening of donations.

**Equality & Diversity**

9. There are no specific equality and diversity issues associated with the paper. Cognisance is however taken of the wishes of donors' to ensure these reflect the University's approach to equality and diversity and that these comply with legal requirements.

**Next steps/implications**

10. The University is grateful for the support provided to enable it to continue to provide high quality learning and research.

**Consultation**

11. This paper has been reviewed and approved by:  
Kirsty MacDonald, Executive Director Development & Alumni Engagement/Secretary,  
University of Edinburgh Development Trust and Heather Wallace, Head of Donor Relations, Development & Alumni.

**Further information**

12. Author  
Natalie Fergusson  
Donor Relations Officer,  
Development & Alumni  
22 January 2015

**Freedom of Information**

13. Closed - Its disclosure would substantially prejudice the effective conduct of public affairs