

UNIVERSITY OF DUNDEE

UNIVERSITY COURT

A meeting of the University Court was held on 7 September 2017.

Present: Ronnie Bowie (in the Chair)
Janice Aitken
Anne Anderson
Richard Bint
Dr William Boyd
Shirley Campbell
Principal Professor Sir Pete Downes
Ezichi Ekpe
Jo Elliot
Professor Tim Kelly
Bernadette Malone
Jane Marshall
Allan Murray
Sean O'Connor
Dr Alison Reeves
Andrew Richmond
Dr Jean Robson
Professor Mairi Scott
Sharon Sweeney

In Attendance: Wendy Alexander (Vice-Principal (International))
Professor Nic Beech (Vice-Principal (Provost))
Andrew Hewett (Director of Finance)
Dr Neale Laker (Director of Academic & Corporate Governance)
Professor Karl Leydecker (Vice-Principal (Learning & Teaching))
Dr Jim McGeorge (University Secretary)
Dr Christine Milburn (Policy Officer (Corporate Governance))
Pam Milne (Director of Human Resources and Organisational Development)
Professor Tim Newman (Vice-Principal (Research, Knowledge Exchange & Wider Impact))
Thomas Veit (Director of External Relations)

Apologies: Lord Provost Iain Borthwick
Karen Reid
Denis Taylor
Phil Welsh

1. INTRODUCTION

The Chair welcomed Ezichi Ekpe, Dr Jean Robson and Sharon Sweeney to their first meeting of the Court as members. The Chair of Court also shared with members a communication from Phil Welsh who was absent from the meeting and the Court offered him its best wishes.

The Court decided: to welcome the new members of Court.

2. MINUTES

The Court decided: to approve the minutes of the meeting on 5 June 2017, including Minute 91(1)b of the meeting which was considered as reserved business.

3. MATTERS ARISING

(1) Action Log

The Court considered the action log and noted the updates provided.

The Court decided: to approve the Court Action Log.

(2) Emergency Committee (Minute 94)

The Court noted that there had been no instances arising which required the Emergency Committee to be convened.

4. CHAIR'S REPORT

The Court received its regular report from the Chair detailing activities he had undertaken on its behalf at a University and sector level since the last meeting. In introducing his report the Chair highlighted his draft objectives for the 2017/18 academic year. Members noted that these would be refined to take account of discussions and suggestions emerging during the Retreat, with the final version being submitted to the Court on 23 October along with the shared objectives of the University Executive Group. Members were supportive of the proposals, observing that they were largely a continuation and enhancement of the objectives from the previous year.

Noting recent press coverage in relation to Vice-Chancellors' pay across the sector, discussions focussed on the Chair's overview of correspondence from the Committee of University Chairs (CUC) on this topic sent to all of its members in the UK. Members also noted the public mood and, in line with the University's core value of integrity and associated commitment to transparency and high standards in relation to the remuneration of all grade 10 staff, the Convener of the Remuneration Committee undertook to meet with the Director of Human Resources & Organisational Development, University Secretary and the Chair of Court to consider the CUC correspondence in more detail.

The Chair also drew members' attention to his recent attendance at a meeting of the University Executive Group, and his participation in discussions on the development of the University Strategy.

The Court decided:

- (i) to note that the Convener of the Remuneration Committee would meet with the Chair of Court, University Secretary and Director of HR & Organisational Development to give further consideration to the correspondence from the CUC; and
- (ii) otherwise to note the update.

5. PRINCIPAL'S UPDATE

The Court received an update from the Principal which highlighted recent news and sector matters of interest (**Appendix 1**). In introducing his report the Principal drew members' attention to the announcement of the retirement of Lord Naren Patel as the Chancellor of the University after 11 years of service in this role. The Court expressed its heartfelt thanks to Lord Patel for his enduring commitment and outstanding contribution to the University and noted that arrangements for the University to formally thank him would be announced in due course.

The Court also noted the appointment of Professor John Rowan as Vice-Principal (Research) by a panel constituted by the Court at its last meeting, as well as the appointment of Professor Lynn Kilbride as the new Dean of the School of Nursing & Health Sciences.

In his report the Principal highlighted the announcement of the outcomes of the Teaching Excellence Framework (TEF) (where the University had received a gold award), the National Student Survey (NSS) (where the University once again ranked in the top 10 in the UK), and the Destinations of Leavers from HE (DLHE) survey of graduate employment (where the number of graduates in graduate level work or study had risen from 81% to 85%). Members were also pleased to hear of the announcement, shortly before the meeting, that the University was one of six short-listed by the THE for UK University of the Year.

Elsewhere in his report the Principal provided an overview of the current policy environment, and discussions focussed on the fee status of EU students beyond 2018/19, and the position of Universities Scotland in this regard. In response to questions the Principal outlined a number of possible outcomes, and members agreed that it was important that the University continue to work to secure an outcome which was favourable to the sector.

The Principal also updated the Court on presentations at the UUK annual conference earlier in the week, highlighting in particular presentations from the President of UUK (Professor Janet Beer) and the Minister of State for Universities (Jo Johnson MP). In particular, the Principal highlighted the focus on the positive performance of the sector; the student fee regimes in England and in Wales; widening access; grade inflation; and the need for transparency and good governance in Vice-Chancellors' and other senior pay.. In response to questions the Court was pleased to note that the University's Quality & Academic Standards Committee was monitoring grade inflation issues.

- The Court decided:**
- (i) to note the retirement of Lord Naren Patel from the position of Chancellor of the University;
 - (ii) to endorse the decision of the appointing panel to appoint Professor John Rowan as the Vice-Principal (Research) effective from 01/01/2018; and
 - (iii) otherwise to note the report.

6. PROPOSED PROCESS FOR THE APPOINTMENT OF A NEW CHANCELLOR

The Court received a paper outlining the proposed process for the appointment of a new Chancellor following the retirement of Lord Naren Patel in July 2017. Noting the endorsement

of the Governance & Nominations Committee (Minute 7(2) below), the Court approved the creation of a new Ordinance, Ordinance 67 (Appointment of the Chancellor) (Appendix 3 (annex)), which introduced a defined term of office for the role. The Court also approved the proposals for the establishment of an appointing committee as outlined in the paper, including the composition, remit, draft criteria and qualities for appointment, and timelines for the appointment.

Turning to the membership of the appointing committee the Court noted that a number of volunteers had come forward to serve, and agreed that the Chair should consider issues of balance and diversity before finalising the membership and confirming it by email in due course.

Court members were also encouraged to send suggestions for candidates for the position to the University Secretary as soon as possible. In response to questions the University Secretary confirmed that the appointing panel would be asked to further develop the criteria, qualities and details of the process at its first meeting.

- The Court decided:**
- (i) to approve the creation of a new Ordinance, Ordinance 67 (Appointment of the Chancellor) subject to the concurrence of the Senate and ratification by the Court at its next meeting on 23 October 2017;
 - (ii) to approve the establishment of an appointing committee, with the following composition:
 - Chairperson of Court (Chair)
 - Principal
 - President, DUSA
 - Two lay members of Court (one of whom should be a graduate)
 - Three members of the Senate (at least one of whom shall be a professor and one of whom shall not be a professor)
 - (iii) to approve the remit, criteria and qualities, and timeframes as set out in the paper, subject to review by the appointing Committee in due course; and
 - (iv) to ask the Chair of Court to consider the balance of the membership of the appointing committee, and to subsequently confirm the Court membership by electronic circulation.

[Secretary's note: The Chair of Court subsequently confirmed that Jane Marshall and Andrew Richmond would serve as the Court members of the appointing Committee, with Professor Rami Abboud, Professor Divya Jindal-Snape, and Dr Karen Petrie serving as the Senate members of the committee.]

7. COMMITTEES

(1) Finance & Policy Committee

(a) Report of the Committee's Meeting on 14 August 2017

The Court received a report from the meeting of the Finance & Policy Committee on 14 August 2017 (**Appendix 2**). The Convener outlined the business of that meeting, drawing members' attention to discussions relating to the 2017/18 budget forecasts and associated risks. The Convener also updated members on discussions relating to the Business Transformation Programme, and the Court confirmed its continued support for the approach being taken to managing the relationship with the vendor. The Court also indicated that it was content with the governance arrangements for the programme, which were managed through the Business Transformation Steering Group, but asked that the University Secretary give further consideration to how issues relating to the oversight of the communications and staff development elements of the programme could be given greater prominence.

The Convener went on to outline the update received in relation to the CURE project, and also sought approval from the Court for revisions to the Committee's terms of reference, remit and work-plan for 2017-18, and for the notional budget for the Remuneration Committee for 2017/18.

The Court decided:

- (i) to approve revisions to the remit and terms of reference for the Committee;
- (ii) to approve a notional budget of £140k for the Remuneration Committee for 2017/18; and
- (iii) to approve the work-plan for 2017/18 subject to any amendments arising during discussions in later sessions of the Retreat.

(b) RESERVED BUSINESS: Minute 8 of the Committee's Meeting on 14 August 2017

The Court received minute 8 from the Committee's meeting on 14 August 2017. Noting that the University claimed the exemptions in Sections 30 and 33(1)(b) of the Freedom of Information (Scotland) Act 2002, the item was considered as reserved business and members were required to treat the discussion and associated papers as strictly confidential and exempt from public disclosure.

The Court decided: to approve Minute 8 of the report.

[Secretary's note: At the point at which the exemptions are deemed to no longer apply the Court will be advised and will be asked to note the release of Minute 8 of the Finance & Policy Committee of 14 August 2017 which will then be included as an appendix to the minute of the meeting at which its release is approved.]

(2) Governance(a) Governance & Nominations Committee

[Secretary's note: Richard Bint and Bernadette Malone declared an interest and left the room for the duration of discussions which related to their membership].

The Court received a report from the meeting of the Governance & Nominations Committee on 22 August (**Appendix 3**). The Convener drew members' attention to the Committee's discussion of the proposed process for the appointment of a new Chancellor (as covered in minute 6 above), and in particular the criteria and qualities proposed for candidates.

Turning to appointments, the Court noted that Mr Denis Taylor had indicated that he was no longer able to accept the position of Finance & Policy Committee Convener due to a change of circumstances. Noting the discussions of the Committee, the Court approved the proposal that Richard Bint be appointed as Convener of the Finance & Policy Committee from 1 August 2018, that being when the current Convener was due to retire from the Court. The Court also approved the proposal that Bernadette Malone, the current Rector's Assessor on Court, be appointed to the lay vacancy on the Court with immediate effect. Members noted that the Dundee University Students' Association and Rector had supported the proposal, and that work to identify a suitable successor for Ms Malone as Rector's Assessor would begin once the Rector returned from abroad at the end of the month.

The Court approved the formal revocation of Ordinance 58 (Election of a Member of the Court by the Student Body), which had been superseded by the new Ordinance 66 (Nominations to the Court by the Trade Unions and the Students' Association) following the implementation of changes designed to meet the requirements of the Higher Education Governance (Scotland) Act 2016.

Noting the time commitment of Ms Ezichi Ekpe as the independent student member of Court, the DUSA Vice-President (Fundraising), and a full time student, the Court approved proposals that provision be made for Toni McKinney (DUSA Vice-President Engagement) to serve on the Governance & Nominations Committee in place of Ms Ekpe as and when required.

The Court also indicated its support for the proposals outlined in the response to the review of the effectiveness of the Court and the Chair of Court.

- The Court decided:**
- (i) to note the Committee's discussions on the process for the appointment of a new Chancellor;
 - (ii) to unanimously approve the appointment of Bernadette Malone as a lay member of the Court for a period of four years with effect from 1 August 2017 under the terms of Statute 9(2)(k);

- (iii) to appoint Mr Richard Bint as the Convener of the Finance & Policy Committee effective from 1 August 2018;
- (iv) noting the urgent and uncontentious nature of the changes, to approve, subject to the concurrence of the Senate, the revocation of Ordinance 58 (Election of a Member of the Court by the Student Body) under the terms of Article 16.2 of the Charter, such that it be passed at a single meeting;
- (v) to approve proposals that provision be made for Ms Toni McKinney (DUSA Vice-President Engagement) to serve on the Governance & Nominations Committee in place of Ms Ezichi; and
- (vi) otherwise to approve the report.

8. PENSIONS SUB-GROUP

The Chair of Court updated the Court on the meeting of the Pensions Sub-Group which had taken place immediately before the Court. The Court noted that all USS employers had been invited to respond to a survey from Universities UK (UUK) which related to the Universities Superannuation Scheme (USS) Trustees' consultation on proposed assumptions for the scheme's technical provisions. The Chair of Court provided a brief overview of the core questions raised within consultation documents and UUK commentaries which accompanied the survey. He also confirmed that UUK had sought confirmation that the views expressed in consultation responses were those of the governing body, and after outlining the nature of discussions at the Pensions Sub-Group meeting the Chair undertook to write a short summary of the proposed response for circulation to the Court, and to invite comment from members prior to a submission being made by the close of the consultation at the end of September. In particular, members noted that the Sub-Group had suggested that the University highlight in its response the importance of the scheme being sustainable, affordable, meaningful and understandable for members, and had also raised the importance of intergenerational fairness, and the requirement to ensure that the needs of those at the lower end of the pay scales were recognised and protected where possible.

The Court decided: to note the update and await the circulation of a short overview from the Chair of Court in due course.

9. ANNUAL INSTITUTIONAL STATEMENT TO THE SFC ON QUALITY

The Court received the University's annual statement to the SFC detailing the subject reviews that had been carried out over the past year. Members noted that the report was due to be submitted to the SFC by 30 September 2017.

Members noted that in approving the report the Court was asked to: confirm that it had considered the institution's arrangements for the management of academic standards and the

quality of the learning experience for AY 2016-17, including the scope and impact of these; confirm that the institution had effective arrangements to maintain standards and to assure and enhance the quality of its provision; and therefore to provide assurance to the Council that the academic standards and the quality of the learning provision at the University of Dundee continue to meet the requirements set by the Council.

The Court heard that the Governance & Nominations Committee had considered reports from the Director of Quality Assurance & Academic Standards throughout the 2016/17 academic year, as well as an earlier version of the Annual Institutional Statement presented, and had recommended that the Court approve the report and make the required declarations.

The Court decided: to approve the report and ask that the Chair of Court sign the declarations set out above on behalf of the Court, to accompany the submission to the SFC.

10. MUSEUM POLICIES

As part of the University's most recent return to the Museum Accreditation Scheme, the Court received the Museum Acquisition and Disposals Policy and Management Plan 2017-2022 for approval (**Appendix 4**).

The Court decided: to approve the Museum Acquisition and Disposals Policy and Management Plan 2017-2022 subject to minor amendment.

11. DUSA EXECUTIVE MANIFESTO

As in previous years, the President of the Dundee University Students' Association (DUSA) circulated the DUSA manifesto for the year ahead. Members were reminded that a revised manifesto was issued on an annual basis by the incoming team, and was an important aspect of the DUSA Executive's communication with new and existing students as well as a means of ensuring continuity in the work of the Association from year to year given the changing membership of the Executive.

Members noted that this year the manifesto focused on the key themes of welfare, representation, charitable objectives, action plan and campaign themes.

The Court decided: to note the manifesto and wish the new DUSA Executive well for the coming year.

12. STAFF

There were no updates to report.

The Court decided: to note the update.

13. GOVERNOR DEVELOPMENT PROGRAMME 2017-2018

The Court received a copy of the Leadership Foundation for Higher Education (LFHE) Governor Development Programme 2017-2018. Members were reminded that this formed one aspect of

training and development open to Court members, and were encouraged to contact the Policy Officer (Corporate Governance) with any training requirements that they may have.

The Court decided: to note the programme and inform the Policy Officer (Corporate Governance) of any training requirements.

Mr Ronald Bowie
Chair of Court
University of Dundee

APPENDIX 1

PRINCIPAL' REPORT (Minute 5)

Introduction

1. While I typically do not provide a full report to the Court at the annual Retreat, in recent years I have pulled together an update which highlights significant University news publicised over the summer months, along with a brief update of matters relating to the external environment. It is my hope that taken together, these will provide a useful context for the rest of the Retreat where members will be heavily engaged in discussions relating to the new University Strategy, Action Plans and KPIs, and the Court's risk appetite.

News

2. I emailed the Court at the end of July to inform members of the retirement of Lord Naren Patel after eleven years of service as our Chancellor. During this period Naren has not only conferred degrees on thousands of students at our graduation ceremonies, but has also been an outstanding advocate for the University and its interests, and in this respect Naren's contribution to the University cannot be overstated. While, as was expected, Naren expressed a preference for his departure to be managed with a minimal profile, it is right that as an institution we celebrate what will next year be a 60 year association with the University, and give thanks for his service as Chancellor. We will develop our thinking over the coming weeks, and I will update members in due course regarding arrangements. I would also like to draw members' attention to the paper elsewhere on the agenda which focusses on the process for the appointment of a new Chancellor, I look forward to working with the Court on this appointment, and would encourage any lay member of the Court interested in serving on the appointment panel to make their interest known as soon as possible.
3. Focussing on appointments, I would like to update members on the process for the appointment of a new Vice-Principal (Research, Knowledge Exchange & Wider Impact). The competitive recruitment process was concluded with interviews on 30 August 2017, with the Chair of Court serving on the appointing panel on behalf of the Court, and I hope to be in a position to inform members of the outcome at the meeting.
4. Staying with appointments, members were informed over the summer of the appointment of Professor Lynn Kilbride as our new Dean of Nursing & Health Sciences. She will take up the post in the autumn, and has extensive experience of developing, delivering, and quality assuring healthcare curricula at home and overseas - with her expertise in this area being recognised extensively by public and private organisations throughout the world. Further information is available from: <https://nursinghealth.dundee.ac.uk/news/meet-our-new-dean> .
5. Turning to University awards, over the summer we have had the pleasure of informing members of the outcome of the Teaching Excellence Framework (TEF) where we received a gold award - the highest award available, and one of only 3 such awards to Scottish institutions. We have also shared with members the results from the National Student Survey (NSS), where once again we ranked in the top 10 in the UK (we were ranked 9th in the UK (a fall of one place from last year) and 2nd in Scotland (same as last year)) in this year's Survey, with a 90% overall satisfaction rate (the complete analysis, including subject level data which was included in the circulation to members is also available on BOX from <https://uod.box.com/s/2lijnn0b9gf1xnpwc70u44f0tyq29py9>). On the back of these two announcements, I can also now confirm that we have continued to improve our performance in the DHLE survey of graduate employment, with the number of our graduates in graduate level work or study rising from 81% to 85% this year, though total employment fell marginally from 96.2 to 95.8% (this data relates to first-degree, home-domiciled full time-study graduates who completed their course in 2015/6 and were surveyed six months after the end of their course). These achievements are testimony to the hard work of staff and students across the University. As the Court will know, these outcomes are important in terms of driving our reputation for delivering outstanding learning, teaching and student experience, which is in turn critical to our ability to attract the best students from Scotland, the rest of the UK and around the world.
6. This year the shortlisting for the Times Higher Education (THE) 2017 awards will take place on 7 September, and I look forward to updating the Court on the outcome of our submissions at the meeting.

Policy Environment

7. As we meet to discuss the University's new Strategy to 2022 a number of crucial aspects of the external policy environment remain uncertain, and while the University continues actively to seek outcomes which are in the best interest of the University and the sector, it remains essential that we plan for a wide range of scenarios and remain responsive to both opportunities and risks.

8. In addition to the uncertainty around the funding status of EU students beyond 2018/19 following Brexit, members may also have noted the political debates on student fees for England and Wales which followed the UK General Election. Changes to the funding structure of either or both of these would have quite significant consequences for recruitment within the Scottish HE sector, and as such the University Executive Group (UEG) has kept a close eye on developments.
9. With specific regard to the fee status of EU students, there are a range of options open to the Scottish Government. The Universities Scotland position in this regard is to seek the deregulation of EU student tuition, allowing institutions to treat EU students as unregulated students. The introduction of fees for EU students would represent an opportunity for the University to increase unregulated income at a time where income from the domestic market seems likely to remain at levels which do not fully cover costs. There are however obvious risks to our ability to recruit EU students in such a market and the UEG will be exploring this, and any potential impact on other recruitment activities in greater detail in the coming months.
10. Should EU fees be introduced, we would strongly advocate the reinvestment of the current contribution by the Scottish Government toward the fees for EU students (£95m) back into the sector to address the financial gap identified in the recent Audit Scotland report. Of course, given the current financial environment, securing an outcome which is favourable to the sector will be challenging, and the Scottish Government may choose to retain all or part of this contribution as savings, or to focus any investment in the provision of resources to government priority areas such as incentivising continued recruitment of EU students and/or the recruitment of more Scottish students/students from MD20 backgrounds. We must therefore remain cognisant of the manner in which any funding is reinvested and position ourselves to respond effectively to any opportunities or risks which may emerge.
11. Turning to research, again, the mobility of EU staff, and access to EU funding opportunities on an ongoing basis remains unclear, however I would like to highlight ways in which we are actively developing our European networks and connectivity independent from EU structures, building and strengthening links with the likes of CERN, and Mozilla in Berlin.

Opportunities and strategy

12. I hope that through our discussions at the Retreat, we are able to explore our strategy, action plan and KPIs in a manner which makes clear to the Court the way in which we aim to support growth in key areas capable of ensuring financial sustainability. A clear objective must be to reduce the extent to which we depend upon Scottish Government funding which is unlikely to maintain its current value in real terms in the immediate future.
13. With this in mind, and noting that the most significant opportunity for income growth remains our recruitment of full fee overseas students, I would like to update members on our 17/18 recruitment figures. Overall the university has seen strong pre-matriculation recruitment and admissions performance for 2017/18 entry with applications, offers and unconditional acceptances increased substantially in all major categories of unregulated student income. Members may be particularly interested to note that International College Dundee is now operational and will be welcoming its first intake in September.
14. In addition, we should explore how we can build income around our IP portfolio. Our performance in the Reuters 2017 most innovative Universities in Europe (where we were first in Scotland and 5th in the UK), and the Nature Index 2017, which ranked us number 1 in the UK (26th in the world) for innovation, demonstrates how we are contributing to the goal of making Scotland one of the most innovative places to work and to develop a business, while the financial performance of spin-out companies such as StarDundee and Exscientia, and recent windfall royalty receipts gives us cause to be positive.

And finally

15. In my last report I highlighted the Principal's 50th Anniversary Challenge which took place on 14 June. Members may recall that this involved a group of staff travelling 50 miles by cycling, rowing and running, connecting our campuses at Kirkcaldy, Ninewells and the city centre, with a ceremonial stop-off along the way to mark our historical links with the University of St Andrews. Over 100 staff members took part in the final leg – a run from the Ninewells campus to Campus Green, with many more coming out to support the runners. In total we have so far raised over £19,600 via a fantastic event which embodied the community spirit of the University in a way which I could not have predicted. This spawned further events which are taking place during the rest of the year, and I would encourage members to get involved wherever possible.

APPENDIX 2

FINANCE & POLICY COMMITTEE (Minute 7(1)(a))

A meeting of the Committee was held on 14 August 2017.

Present: Andrew Richmond (Convener)
Richard Bint
Principal Professor Sir Pete Downes
Jane Marshall
Professor Mairi Scott
Allan Murray
Sharon Sweeney

In Attendance: Jo Elliot (Chair, Audit Committee);
Andrew Hewett (Director of Finance);
Ian Leith (Director of Business Transformation)(Item 9(3));
Professor Karl Leydecker (Vice-Principal (Learning & Teaching));
Kevin Mallett (Deputy Director of Finance)
Dr Jim McGeorge (University Secretary);
Colin McNally (Director of Campus Services);
Dr Christine Milburn (Policy Officer (Corporate Governance));
Wesley Rennison (Director of Strategic Planning)

Apologies: Ronald Bowie, Sean O'Conner, Denis Taylor, Professor Nic Beech (Vice-Principal (Academic Planning & Performance)), Dr Neale Laker (Director of Academic & Corporate Governance).

Noting that the meeting was the first for the Committee during the 2017/18 academic year, the Chairman welcomed the new members to the Committee.

1. MINUTES

Resolved: to approve the minutes of the meeting of 8 May 2017, including minute 8 which was considered as an item of reserved business.

2. MATTERS ARISING

Action Log

The Committee received the action log for Committee business. The Convener highlighted items later on the agenda where updates would be provided.

Resolved: to note the log.

3. ANNUAL REVIEW OF REMIT AND TERMS OF REFERENCE FOR THE COMMITTEE

Members undertook their annual review of the remit and terms of reference for the Committee. The Committee proposed a number of minor amendments, and otherwise recommended their approval.

Resolved: to endorse the remit and terms of reference to the Court for approval (annex).

4. YEAR-END TIMETABLE

The Director of Finance outlined the year-end timetable and highlighted the timeframe for the production of the annual accounts. In response to questions the Director highlighted changes to timeline for the preparation of the 2016/17 accounts, which members noted had been implemented to ensure that the delays experienced with the accounts for the previous year were avoided.

The Director also drew members' attention to changes to the deadline for the submission of the annual accounts to the Scottish Funding Council in 2018. Members noted that while the finance team were confident of meeting the

earlier deadline of 30 November, provisional dates for meetings of the Court and its committees between August 2018 and December 2018 would need to be changed to meet it.

Resolved: to note the timetable and changes to Scottish Funding Council deadlines in 2018.

5. **PERIOD 11/12 MANAGEMENT ACCOUNTS**

The Committee received the management accounts for the period to the end of June 2017. The Director of Finance also presented an early summary of the management accounts for the period to the end of July 2017 which was tabled at the meeting, and the Committee noted that at the time of the meeting these figures were still subject to final review and external audit.

Noting that the Period 12 Accounts would be circulated when finalised, the Director highlighted the improvement in the projected operating surplus since the last meeting, with the provisional Period 12 accounts indicating an expected year-end operating surplus before exceptional items of £1.3m relative to the deficit budget of £5.6m projected at the start of the year. In response to questions the Director and Deputy Director of Finance highlighted factors which had contributed to the positive operating variance and, in particular, changes since the presentation of the Period 8 Accounts to the Committee in May. In doing so they focused members discussions on: in year staff savings; pensions adjustments; savings in the Campus Services Directorate resulting from a one-off tax rebate; space savings and electricity efficiencies; business transformation improvements in systems for the recovery of student debts; and lower than expected depreciation costs. The Director also drew members' attention to areas where further analysis was required before finalising the accounts, and members noted in particular gains in exchange rates of around £900k which were subject to additional scrutiny at the time of the meeting. In response to questions members were advised that in-year vacancies had contributed significantly to staff savings, but that as the replacement of these posts was required to meet operational needs there was no anticipated impact on the approved budget for 2017/18.

Outside the operating budget, the Director also highlighted the significant volatility of, and impact associated with, pension adjustments, and in particular members noted that actuaries' year-end adjustments had led to a £10.7m credit for 2016/17 compared to a £27.7m charge for the prior year.

In response to questions the Director and Deputy Director provided the Committee with an overview of the forecasting process. Members were also pleased to note an improvement in the level of research overhead recovery, and reduction in the level of research without Full Economic Costing (FEC).

Turning to the 2017/18 budget, members noted that the Director would consider any potential for the revision of this budget once the Period 12 accounts had been finalised.

Resolved: to note the period 11 accounts and the provisional analysis of the period 12 accounts and ask that the finalised Period 12 accounts be made available to Court members via BOX.

6. **CAMPUS SERVICES**

The Committee received a report from the Director of Campus Services. Noting that this would be the last meeting for the Director, members expressed their thanks to him for his service, and were pleased to note plans in relation to the identification of a successor and the interim management of key business.

The Director provided the Committee with an overview of progress in relation to the following works within the capital plan: replacement roof for Matthew Building, upgrade of lecture theatres in Matthew Building, development of options for accommodation of the Business School, progress with refurbishment of the Discovery Centre Level 3, refurbishment of the Library & Learning Centre level 1, and Tower cladding and window replacement. Members noted that all of the projects remained on-budget, and that proposals for the accommodation of the Business School would be brought to a future meeting of the Committee.

The Director also drew members' attention to the University's review and testing of building cladding across all campuses and third-party student accommodation providers in the wake of the Grenfell Tower disaster. Members were pleased to note the University's response, including the testing of cladding used on buildings erected before 2009 when there had been a change in building regulations, and of cladding for new and on-going projects. Members noted that only one building on the main campus, the Institute of Sport and Exercise, had been found to contain Aluminium Composite Material (ACM) but that the building complied with building regulations and was deemed to be of low risk. Members were particularly pleased to note that the student residences were not affected. Members were further advised that invasive tests were planned for the cladding of the Clinical Research Centre on the Ninewells Campus to establish the exact specification of the materials used. Discussions focussed on

the University's wider approach to fire safety, and members were pleased to note that the University was several years into an investment programme following an in-depth fire safety review and regular fire risk assessments. Noting that the student residences were required to meet the standards of HMO licencing, members nevertheless encouraged officers to seek reassurance from the Dundee Student Villages Ltd Board of Directors in relation to the consideration of the wider issue of fire safety within residences.

Finally, the Director introduced an update on the exploration of opportunities for the possible development of a district heating network involving the Universities of Dundee and Abertay Dundee and the City Council. Members noted that the University's existing system was 50 years old and would require major investment, and that three of the four CHP engines would need to be replaced within the next 5 years. Noting the findings of the feasibility study provided, members discussed opportunities for funding support and models in place elsewhere, and agreed that the University should enter into a partnership with Abertay University and Dundee City Council to enable the preparation of a detailed option appraisal, financial model, and business case.

- Resolved:**
- (i) to note the resignation of the Director of Campus Services and plans for the identification of a successor;
 - (ii) to note the update on projects within the Capital Plan;
 - (iii) to note the update on investigations into cladding on University buildings; and
 - (iv) to approve the proposal that the University enter into a partnership with Abertay University and Dundee City Council to enable the preparation of a detailed option appraisal, financial model, and business case in relation to the district heating network.

7. CURE

The University Secretary provided the Committee with an update on discussions with the partner, Arix Biosciences, since the last meeting. Members noted that progress had been slow, but was on-going in relation to two specific work-streams, and that in the meantime a broad range of other opportunities were also being pursued. The Committee encouraged the University to take a pragmatic view across all options for the support of core funding in this area, and asked that reports on these topics be prepared for consideration in accordance with normal practice, the schedule of delegation, and the remit of the Committee once the appropriate level of progress had been made.

Resolved: to note the update.

8. RESERVED BUSINESS: DUNDEE STUDENT VILLAGES LTD

The University asserts that this information is exempt from public disclosure and claims exemptions in S.30 and S.33(1)(b) of the Freedom of information (Scotland) Act 2002. Members were therefore required to treat the discussion and associated papers as strictly confidential.

At the point at which the exemptions are deemed to no longer apply the Court will be asked to note the release of this minute which will then be included as an appendix to the minute of that Court meeting.

9. UPDATES

(1) Reporting of Progress in Recruitment

The Committee received its regular report on student recruitment (available to members on BOX). The report focussed on open recruitment, which was seen to be in a strong position, but also provided commentary on the final position for Distance Learning income for 16/17 which was above target, and an indication of trends in partnerships where an increase in tuition fee income and margin in 2017/18 was anticipated.

Focussing on open recruitment, members heard that significant progress was being made across all categories compared to the previous year. Members noted that it was expected that the Home/EU undergraduate admission targets would be met (and exceeded in some subjects), but that a strong performance in clearing would be required to meet the undergraduate Rest of UK (RUK) and overseas undergraduate targets (it being recognised that the increased competitiveness of clearing presented a risk). Members also noted that it was likely that full fee taught postgraduate (TPG) budget targets would be exceeded, with the forecast presented to the Committee in May having been revised upwards. Members

also noted that the University expected to meet the MD20 and MD40 undergraduate recruitment targets agreed with the Scottish Funding Council.

Members discussed the over recruitment of Home/EU students in certain disciplines, which reflected strong demand and the enhanced reputation of the University. While student numbers were expected to remain within tolerance limits, careful management would be required to ensure maintenance of the quality of the student experience, notwithstanding the fact that these students diluted the University's Scottish/EU fee income.

Turning to overseas undergraduate recruitment, members noted the challenges to achieving significant growth, and the Vice-Principal (Learning & Teaching) highlighted the importance of International College Dundee (ICD) in this respect. Members were pleased to note that Oxford International were confident of meeting the full year recruitment target.

Returning to Distance Learning (DL) recruitment, members were pleased to note that the Vice-Principals (Learning & Teaching) and (Academic Planning & Performance) were to work with staff with DL expertise to consider potential for further growth in this area. Through discussion members noted that this was a complex area, that the centralisation of data was critical to progress, and that investment may be required if expansion was targeted. Members were also pleased to note the updates provided on partnership recruitment, and in particular the fact that the first students from the Wuhan Double Degree partnership had now arrived on campus.

Finally, members noted the increase in Research Postgraduate (RPG) recruitment figures which was seen to be a significant and positive step.

Resolved: to note the update and highlight the Committee's enhanced confidence in the University's ability to set and meet targets in student recruitment.

(2) Update on Efficiency in Research

The Committee received an update from the Vice-Principal (Research, Knowledge Exchange & Wider Impact) which highlighted progress in relation to a range of projects which were considered to be key to delivering the overarching plan for the improvement of efficiencies in research. In his report, the Vice-Principal highlighted the role of the Annual Research Review, Partnership Model, and University Research Office in improving practice and oversight and thereby efficiency. Members were also interested to hear of the formation of the 'Dundee Interdisciplinary Forum, which was noted to have been effective in encouraging a synergistic approach to large funding bids. Discussions focussed on elements of the report relating to cost recovery and Full Economic Costing (FEC) and members were particularly keen to ensure that reporting using the new systems implemented as part of the Business Transformation Programme captured evidence of improvement in this area in a manner which supported further improvements in efficiency. In this respect, members highlighted the importance of the Annual Research Review in ensuring that quality was maintained or enhanced as FEC recovery was improved, and members noted that the Court would consider Key Performance Indicators (KPIs) for the new University Strategy to 2022 at the Court Retreat.

Resolved: to note the update.

(3) Business Transformation Update

The Director of Business Transformation attended the meeting to present an update on progress and matters arising in relation to the programme and the overall delivery plan. The Committee also received the minutes of the Business Transformation (BT) Steering Group meeting on 26 June 2017. In his presentation the Director drew members' attention to alterations to the timeline for the implementation of key systems within the programme. Members noted that while the University had met the expected deadlines, there had been some complications on the vendor's side in terms of software development and release, and the Director provided the Committee with a detailed overview of the time and cost implications of these delays for each element of the programme. Members were pleased to note the steps which the University had taken, and contractual arrangements which were in place with the vendor. In particular, members noted that the careful management of the programme budget meant that further funding was not required to address the over-run. The Committee was supportive of the University's position, and for the Director's on-going focus on ensuring that the systems implemented were of the quality required to achieve the anticipated benefits.

Resolved: to thank the Director of Business Transformation for his update and suggest that this be made available to all Court members via BOX.

10. **REMUNERATION COMMITTEE**

In line with the remit of the Remuneration Committee, the Finance & Policy Committee received a paper from the University Executive Group which set out proposals for the approach and budget for the remuneration of senior staff in 2017/18.

Discussions focussed on the context of the proposal, and members were pleased to note the range of approaches which would be implemented to enhance the overall transparency and awareness of the process. While the Committee considered that the amount within the notional budget seemed low in the context of the University's overall approach to remuneration, members noted the consideration of benchmarking and best practice.

Members recognised the importance placed on the broader consideration of remuneration principles in the context of the new University Strategy to 2022, and the on-going commitment to addressing the gender pay gap, though members noted that the latter largely resulted from the balance in proportion of male to female professors and would therefore be addressed primarily through the promotions processes. In concluding the discussions the Committee recommended that the Court approve the notional remuneration budget for 2017/18 of £140k.

Resolved: to recommend to Court that the notional budget for the Remuneration Committee be approved.

11. **REPORT ON SPIN-OUT COMPANIES AND SHARES**

[Secretary's note: Mr Richmond and Mr Elliot highlighted their previously declared interests in Frontier Ltd and Calcivis Ltd respectively.]

The Committee received a report from the Director of Research and Innovation Services which detailed the equity interests held by the University in spin-out companies. Noting the wide range of equity held in these companies members asked that future reports be further developed to include information on the turn-over, profits & losses, and net assets/value. The Committee also noted that in addition to the value of IP associated with these spin-out companies, there was also in some instances income associated with the licencing of IP which would not be captured by this report.

Resolved: to note the update and await further updates in due course.

12. **PENSION SUB-GROUP**

The Committee received the minutes from the meeting of the Pensions Sub-Group on 8 May 2017. Members noted the importance of the Court being informed in relation to the upcoming USS consultation, and suggested that the Chair of Court raise this at the business meeting of the Court Retreat.

Resolved: to note the report.

13. **ENDOWMENTS SUBCOMMITTEE**

The Committee received the minutes from the meeting of the Endowments Subcommittee on 7 June 2017. In response to questions the Convener confirmed that the equity dependence of the portfolio had been reduced subsequent to the meeting emphasizing that the portfolio was run for income and long-term capital growth.

Resolved: to note the report.

14. **COMMITTEE WORKPLAN 2017/18**

The Committee considered its work plan for the coming academic year. Members noted that there would be further opportunity to review and discuss the plan in light of discussion at the Court Retreat of the new University Strategy, Action Plans, Key Performance Indicators, and risks.

Resolved: to endorse the work plan for 2017/18 subject to potential further review following the Court Retreat.

15. **USE OF DELEGATED AUTHORITY**

The Committee noted 4 instances of the use of delegated authority by the University Secretary and Director of Finance since the last meeting. The Committee was content that the authority had been used appropriately and was interested to note the details of the transactions.

Resolved: to note the update.

16. **DATE OF NEXT MEETING**

The Committee noted the next meeting of the Finance & Policy Committee was scheduled for 2 October 2017.

Resolved: to note the date.

Remit, Terms of Reference and Delegated Powers

Membership

1. The membership for any given year is set out in the attached schedule. It shall comprise a mix of lay members, staff members, the Chairperson of Court, the Principal and the President of the Students' Association.
2. The quorum for any meeting is 50% of the total membership rounded up. The quorum for any given year is likewise set out in the attached schedule. To be quorate at least two lay members and one elected/nominated member must be present. Elected/nominated members include both staff and students.
3. The Convener of the Audit Committee may attend meetings and a reciprocal right of attendance is granted to the Convener of the Finance & Policy Committee to attend meetings of the Audit Committee.
4. Each meeting of the Committee shall normally be attended by the University Secretary; the Vice-Principal (Academic Planning & Performance); the Vice-Principal (Learning & Teaching); the Directors of Academic & Corporate Governance, Campus Services, Finance, and Strategic Planning; and the Deputy Director of Finance.

Proceedings

1. The Committee shall usually meet five times per session and shall report, through the submission of minutes of each meeting, to the next meeting of the Court.
2. The Committee's secretary shall normally be the Policy Officer (Corporate Governance) & Clerk to Court.

Remit

1. To advise the Court on any matter pertaining to the finances, the financial health and the operational performance of the University;
2. To set the financial parameters within which the University operates in light of government policies on higher education and public spending, the resource allocation policies of the SFC and the main research funders;
3. To approve financial forecasts;
4. To approve annual budgets and to monitor performance against those budgets using relevant performance indicators;
5. To review draft strategic planning documents and to consider their resource implications;
6. To approve the allocation of resources to support University strategies and plans;
7. To approve projects involving major capital expenditure within the terms of the Schedule of Delegation and to ensure that appropriate oversight is provided on such projects;
8. To approve and monitor the Estates Strategy and associated key performance indicators;
9. To review and, where appropriate, contribute to the development of policies and procedures which affect the Committee's ability to carry out its role as set out above.

Terms of Reference

1. The Committee is responsible for advising the Court on the financial strategy and financial health of the University. It shall receive regular reports from the Director of Finance on these matters and at its discretion will recommend actions to the Court;
2. The Committee will consider the projections proposed by the Director of Finance and other officers in relation to revenue and capital budgets and will make recommendations on these to the Court.
3. The Director of Finance shall present regular in-year information to the Committee relating to performance compared with budgets and the University's financial outlook. The Committee may seek further information before making recommendations to the Court.
4. The Committee shall receive regular information and reports on the financial policies and procedures of the University, its subsidiaries and activities delegated to groups and other committees. It may seek changes and/or recommend to the Court that the above policies and procedures be amended as it thinks fit.
5. The Committee may, at its discretion, seek explanations on behalf of the Court from officers and budget holders of the University on all matters relating to financial probity and control.
6. The Committee shall consider draft strategic plans and operational policies out-with the provisions listed before recommending such documents to the Court.
7. The Committee shall be charged with the consideration and oversight of issues pertaining to the Estates Strategy and maintenance of the campus infrastructure. The Committee shall monitor progress towards meeting key performance indicators aligned to the Estates strategy.
8. The Committee shall receive regular updates on matters of significance to the work of the Committee, for example student recruitment figures, and the performance of growth and savings projects.
9. The Committee, in consultation with senior officers, is responsible for ensuring that the University complies with all relevant accounting regulations and recommended practice and that its annual financial statements have been prepared in accordance with such regulations. It is also responsible for advising the Court on adherence to terms and conditions laid down by the Scottish Funding Council and other grant awarding bodies (including Financial Memoranda issued by the Scottish Funding Council).

Delegated Powers

1. To approve business plans for projects involving non-capital spend with a projected annual value of more than £1m;
2. To approve non-research related contracts, or amendments to/cancellation of contracts with a value of more than £1m per annum, as well as all other contracts where the total value over the life of the contract is or is expected to be more than £5m;
3. To approve specific capital projects and/or variations to the approved capital programme for the budget year with a total gross anticipated value of up between £1m and £3m;
4. To approve purchases valued at more than £1m;
5. To approve applications to external funding bodies for capital projects where a commitment to a financial contribution on the part of the University of more than £1m is included;
6. To enter into borrowing arrangements over £5m, and renew as necessary, in accordance with the financial strategy approved by Court;
7. To approve Financial Regulations;
8. To approve guidelines for University investments (on the advice of the Endowments Sub-Committee);
9. To approve loans, loan guarantees and grants to subsidiary, spin-out and associated companies of more than £100k;
10. To approve the winding up of subsidiary, spin out and associated companies;

Schedule

Membership 2017/181) **Members**

Name	Category for the Purpose of Determining Quorum
Andrew Richmond (Convener)	(Lay Member)
Richard Bint	(Lay Member)
Ronald Bowie	(Lay Member)
Principal Professor Sir Pete Downes	(<i>Ex-Officio</i>)
Professor Mairi Scott	(Elected Member)
Jane Marshall	(Lay Member)
Allan Murray	(Lay Member)
Sean O'Conner	(Elected Member)
Sharon Sweeney	(Nominated Member)
Denis Taylor	(Lay Member)

2) **Officers and others in regular attendance:**

Name	Role
Professor Nic Beech	(Vice-Principal (Academic Planning & Performance))
Jo Elliot	(Chair, Audit Committee)
Andrew Hewett	(Director of Finance)
Dr Neale Laker	(Director of Academic & Corporate Governance)
Professor Karl Leydecker	(Vice-Principal (Learning & Teaching))
Dr Jim McGeorge	(University Secretary)
Colin McNally	(Director of Campus Services)
Kevin Mallett	(Deputy Director of Finance)
Dr Christine Milburn	(Policy Officer (Corporate Governance))
Wesley Rennison	(Director of Strategic Planning)

Quorum 2016/17

At least five members (taken from 1 above), of whom there should be at least two members considered as lay members and at least one elected/nominated member.

APPENDIX 3

GOVERNANCE & NOMINATIONS COMMITTEE (Minute 7(2)(a))

A meeting of the Committee was held on 22 August 2017.

Present: Ronald Bowie (Convener);
Richard Bint (by telephone);
Principal Professor Sir Pete Downes;
Bernadette Malone (by telephone);
Jane Marshall (by telephone);
Professor Tim Newman (Vice-Principal (Research, Knowledge Exchange & Wider Impact));
Professor Mairi Scott

In Attendance: Dr Neale Laker (Director of Academic & Corporate Governance);
Dr Jim McGeorge (University Secretary) (by telephone); and
Dr Christine Milburn (Policy Officer (Corporate Governance));

Apologies: Ezichi Kerstin Ekpe; and Phil Welsh.

1. MINUTES

Resolved: to approve the minutes of the meeting of 8 May 2017.

2. ACTION LOG

Following discussion of the action log, members agreed that the implications of the CUC practice note on Academic Governance should be addressed through the annual report from the Director of Quality Assurance rather than as a bespoke and separate report from the Director.

Resolved: to note the log and updates provided.

3. CONVENER'S UPDATE

The Convener updated members on a number of sectoral matters where he had, as a member of the Committee of University Chairs (CUC) and/or the Committee of Scottish Chairs, provided input to discussions and consultations. In doing so, he highlighted recent discussions by the CUC in relation to Vice-Chancellors' remuneration, and members agreed that the Remuneration Committee should be asked to look at the transparency of the University's remuneration processes in relation to aspects highlighted by the CUC.

The Convener also invited the Director of Academic & Corporate Governance to update members on progress in relation to the development of the revised Scottish Code of Good HE Governance insofar as he was aware. He reported that it was his understanding that it was proposed to address a number of issues raised through the consultation process in the final document, although at this stage the Review Steering Group had still to agree the final text. Members noted that the timelines for the publication of the Code were not yet known, and the Director undertook to keep them updated in this respect.

Resolved: to note the update and ask that the Director of Academic & Corporate Governance share the CUC correspondence and UCEA guidance with the Convener of the Remuneration Committee.

4. PROPOSED PROCESS FOR THE APPOINTMENT OF THE NEW CHANCELLOR

The Committee noted the retirement of the Chancellor, Lord Naren Patel, which was announced at the end of July 2017 with immediate effect following 11 years of service. The Committee gave praise to the Chancellor for his support of the University within this role.

The Director of Academic & Corporate Governance went on to outline proposals for the appointment of a successor for Lord Patel, including the creation of a new Ordinance (Ordinance 67 - Appointment of the Chancellor) (annex), which would provide for a term of office of five years for the Chancellor (renewable for a further five years). Members noted that proposals for the introduction of a term of office of 5 years had been previously approved in 2011, but not implemented due to the reviews of Scottish HE governance which began at that time. Following

discussion of sector-wide practice, and noting the benefits of providing clarity to both the individual appointed and the University, members approved the proposal.

The Director also introduced draft criteria and qualities for the role of Chancellor, and a draft membership and remit for the appointing committee. Noting that the criteria and qualities would be further refined by the appointing panel, members suggested a number of minor amendments. Discussions focussed on the importance of the proposed criterion of 'being able to demonstrate an affinity to the life and work of the University, or have some other strong connection to it or to Dundee or the region', and members suggested that the Court should be invited to comment on the level of importance placed upon this criterion. Members also suggested that reference to working with the University's alumni would be appropriate. Turning to the membership of the appointing committee, members indicated the importance which it believed should be placed on ensuring both professorial and non-professorial membership of the Committee, and the Director proposed a minor amendment to the wording of the membership to reflect this. Members were also supportive of the timeframe proposed.

- Resolved:**
- (i) to endorse to the Court, subject to minor update the proposed remit, terms of reference, and membership for the Appointing Committee;
 - (ii) to endorse to the Court, subject to minor amendment the proposed criteria and qualities outlined; and
 - (iii) to endorse to the Court the creation of a new Ordinance (Ordinance 67 - Appointment of the Chancellor).

5. LAY COURT VACANCY

[Secretary's note: Ms Bernadette Malone declared an interest in the discussions and left the meeting for the duration of the item].

In introducing the item, the Director of Academic & Corporate Governance reminded members that as a result of the resignation of Mr Iain Howie there was currently a lay vacancy on the Court, for which the Committee had previously agreed to carry out an appointment process.

Following discussion with the University Secretary and the Chairperson of Court, the Director reported that it had been suggested that an alternative strategy to filling the vacancy might be pursued which involved converting the membership category of an existing member of Court. He explained that the maximum permitted term of office of the Rector's Assessor, Ms Bernadette Malone, was six years in that role. In a different category, however, Ms Malone would be eligible to serve on the Court for a total period of 8 years,

It had therefore been suggested that officers would explore whether Ms Malone would consider appointment as a co-opted lay member of Court, which would mean she could be appointed for a full four-year term now ensuring that the Court would be able to benefit from her valuable contributions up to the maximum permissible term of office for co-opted lay members. The Director of Academic & Corporate Governance confirmed that Ms Malone, the Dundee University Students' Association President, and the Rector had all been consulted and were also supportive of this proposal. Members unanimously supported the proposed way forward, emphasising the value of Ms Malone's contributions to Court and its Committees, noting that, in consequence of the proposal the Rector in discussion with the Students' Association would require to identify a new Assessor. Through discussion members were also pleased to note that the University would support the Students' Association and the Rector in relation to the identification of a successor for Ms Malone as the Rector's Assessor.

The Committee also noted that the Court Skills Matrix for 2017/18 would be brought forward to the Committee at its meeting on 2 October 2017, and that this would be considered in relation to recruitment to the two lay vacancies arising on the Court from 1 August 2018.

- Resolved:** to unanimously endorse to the Court the proposal that Ms Bernadette Malone be appointed to the lay vacancy on the Court, and to ask officers to support the Students Association and the Rector in the identification of a successor for Ms Malone as the Rector's Assessor.

6. UoDSS EMPLOYER NOMINATED PENSION TRUSTEE

Members noted that a number of potential candidates had been identified for the previously discussed position of UoDSS Employer-Nominated Pension Trustee, and approved the formation of an interview panel to consider the applications and make a recommendation to the Court. Following discussion of skills and expertise it was agreed that the panel should be Mr Ronnie Bowie, Ms Jane Marshall, the University Secretary, and the Director of Finance.

Resolved: to approve the formation of an interview panel to consider candidates, with the following membership Mr Ronnie Bowie, Ms Jane Marshall, the University Secretary, and the Director of Finance.

7. **CONVENERSHIP OF THE FINANCE & POLICY COMMITTEE**

(Secretary's note: Mr Richard Bint took no part in this part of the meeting, absenting himself from discussions.)

The Committee was informed that as a result of a change in circumstances Mr Taylor had concluded with some regret that he should decline the Court's invitation to take on the role of Convener of the Finance & Policy Committee from 1 August 2018. It was also noted that Mr Taylor had indicated his intention to step down as a member of the Finance & Policy Committee with immediate effect, but that his other commitments to the Court and its committees would remain unchanged.

The Committee noted that at the time of the appointment of the Finance & Policy Committee Convener, two very strong and eminently appointable candidates had been identified, and that the appointing panel had praised the vision and experience of both candidates before finally agreeing to recommend Mr Taylor's appointment. Members agreed that given how recently the post had been openly advertised to the Court, and given the obvious strength and enthusiasm of the other candidate during this process, it should recommend to Court that it appoint Mr Richard Bint as Convener of the Finance & Policy Committee from 1 August 2018.

Resolved: to unanimously recommend to the Court that Mr Richard Bint be appointed to the role of Convener of the Finance & Policy Committee from 1 August 2018.

[Secretary's note: the Convener subsequently discussed the recommendation with Mr Bint, who indicated that he would be delighted to serve in this capacity.]

8. **REVIEW OF EFFECTIVENESS OF THE COURT AND CHAIR OF COURT: RESPONSE**

The Committee received a paper which summarised the findings and recommendations of the 2017 reviews of the effectiveness of the Court and of the Chair of Court which took place following the meeting of Court on 5 June 2017. Through discussion the Convener highlighted a number of proposals, and members noted in particular the implementation of the suggestion that work-plans for the Committees be considered at the Court Retreat to enable identification and discussion of the interdependencies and overlaps. Members also discussed ways in which the Court could be engaged productively with items of business at an early stage, and a number of options were suggested including the introduction of a mid-year strategic session in addition to the Court Retreat, the addition of pre-lunch development sessions on the day of some Court meetings, and alterations to the manner of engagement of Court with early concept business items during meetings of the Court, and the Director of Academic & Corporate Governance agreed to give further consideration to this aspect.

The Convener also suggested that it may be beneficial for the Governance & Nominations Committee to have early sight of the Court agenda as a means to ensure what was proposed would meet expectations of Court members, and it was agreed to trial this for the next 2 meetings of the Court. The Committee also invited the University Executive Group to give consideration to how the Court may maximise the benefits of the attendance of Vice-Principals at Court Committee meetings.

Lastly, members noted the intention to explore options for a move to paperless distribution of papers by the start of the 2018/19 academic year. While it was noted that some individual members may have a preference for paper-based distribution, it was also noted that attention would be given to the availability of software to support members in discharging their duties, and that there would be significant benefits in terms of information security, cost, and the speed at which papers could be made available to members.

Resolved:

- (i) to endorse the recommendations to the Court subject to minor updates; and
- (ii) to note that proposals for the attendance of Vice-Principals at meetings of Committees of the Court would be developed in time for the next meeting of the Committee on 2 October 2017, following consultation with the University Executive Group (UEG).

9. **ORDINANCES**

The Committee endorsed to the Court the revocation of Ordinance 58 (Election of Member of Court by the Student Body) on the basis that following the implementation of changes to Statute 9 (The Court), Ordinance 58 no longer

had a function, and had been superseded by the new Ordinance 66 (Nominations to the Court by the Trade Unions and the Students' Association). The Committee indicated that it was content that the revocation was essentially an administrative action to keep the Ordinances in good order, that it was uncontroversial, and therefore that it was appropriate for the Court to consider its approval at a single meeting in accordance with the terms of the proviso to Article 16.2 of the Charter, and subject to the concurrence of the Senate.

Resolved: to endorse to the Court the revocation of Ordinance 58, and propose that this be done at a single meeting in accordance with the terms of the proviso to Article 16.2 of the Charter, subject to the concurrence of the Senate.

10. ANNUAL REPORT TO THE SCOTTISH FUNDING COUNCIL ON QUALITY 2017

The Committee received the 2017 Annual Report to the Scottish Funding Council on Quality. The Committee made a couple of minor suggestions where further clarity could be brought to the report, and members were also interested to note the successful bedding in of new periodic programme review processes following consultation and significant revision.

On the basis of the report, and of reports provided to the Committee by the Director of Quality and Academic Standards, the Committee indicated that the Court should feel confident in approving the report for submission to the Scottish Funding Council (SFC), and in making the following required declarations:

- that the Court had considered the institution's arrangements for the management of academic standards and the quality of the learning experience for AY 2016-17, including the scope and impact of these;
- that the institution had effective arrangements to maintain standards and to assure and enhance the quality of its provision;
- and therefore to provide assurance to the Scottish Funding Council that the academic standards and the quality of the learning provision at the University of Dundee continue to meet the requirements set by the Council.

Resolved: to recommend to the Court that it approve the report for submission to the SFC, and that it make the declarations required by the SFC as part of the submission as set out above.

11. ACADEMIC CALENDAR

The Committee was informed of changes made by the Scottish Funding Council to the submission deadline for the annual financial statements. Members noted that the dates of meetings of the Court and its Committees from August 2018 onward would need to be altered in order to meet the earlier deadline of 30 November (previously 31 December). Noting that a full review of the meetings in the Academic Calendar after August 2018 would therefore be required, the Committee was pleased to note that officers would endeavour to complete this by the October meeting of the Court to give members as much notice as possible of changes to provisional dates for this period.

Resolved: to note changes to the SFC deadlines and await further updates by the meeting of Court on 23 October 2017.

12. STUDENT MEMBERSHIP OF THE GOVERNANCE & NOMINATIONS COMMITTEE

The Director of Academic & Corporate Governance reminded the Committee that as no student had come forward at the time of the election of the Matriculated Student on Court in February, the DUSA Executive had, under the terms of the new Ordinance 66 (Nominations to the Court by the Trade Unions and the Students' Association), nominated a member of the Executive, Ms Ezichi Kerstin Ekpe (VP Fundraising), to serve on the Court in this capacity.

The Director went on to inform the Committee that as the role of VP Fundraising was a non-sabbatical position he had consulted further with Ms Ekpe and the DUSA President regarding the time commitment associated with the position on Court. The Committee heard that in the past those serving as the 'Matriculated Student on Court' did not also have responsibilities as members of DUSA, and so the Committee was unanimously supportive of proposals that Ms Ekpe serve on the Court, but that another member of the DUSA Executive, Ms Toni McKinney (VP Engagement) be asked to serve on the Governance & Nominations Committee, thereby spreading the level of commitment required.

Resolved: for its part, to approve the proposal that Ms McKinney join the Committee and that Ms Ekpe serve exclusively on Court.

13. **DATE OF NEXT MEETING**

Resolved: to note that the next meeting of the Committee would be held at 10.00am on Monday 2 October 2017.

Ordinance 67 – Appointment of the Chancellor
(An Ordinance made under Statute 3)

1. The appointment of the Chancellor shall be made by the Court after consideration of a report of a joint committee of the Court and the Senatus. This Ordinance sets out the membership and operation of that committee and also specifies the term of office for the Chancellor.
2. Upon intimation of a vacancy in the office of the Chancellor, the Court shall direct the establishment of a joint committee of the Court and Senatus with the following membership:
 - a) the Chairperson of Court, who shall be the Chair;
 - b) the Principal;
 - c) the President of the Students' Association;
 - d) two lay members of the Court, at least one of whom shall be a graduate of the University;
 - e) three members nominated by the Senatus from its number, at least one of whom shall not be a professor, and one of whom shall be a professor.
3. The joint committee shall determine how the appointment process shall be conducted, including the preparation of any documentation. Upon conclusion of its work, the joint committee shall submit a report to the Court in which it shall recommend a sole candidate for appointment. This report shall also be submitted to the Senatus for information.
4. The Chancellor shall be appointed for a period of five years from the date of the Court meeting at which the appointment was approved or from such future date as the Court may determine:

Provided that at the end of five years, the Chancellor may be re-appointed by the Court, after consultation with the Senatus, for a further period of five years but thereafter shall not be eligible for further re-appointment.

APPENDIX 4

MUSEUM POLICIES (Minute 10)

University of Dundee Museum Services

Collections Development (Acquisition and Disposal) Policy for the University Museum Collections

Approved By Our Governing Body, the University Court, On Xxx

This policy will be published and reviewed from time to time, at least once every five years.

Date at which this policy is due for review: 1 September 2022

Museums Galleries Scotland will be notified of any changes to the collections development policy, and the implications of any such changes for the future of collections.

1. Relationship to other relevant policies/plans of the organisation:

- 1.1. The museum's statement of purpose is:
Museum Services is responsible for the documentation, conservation, interpretation and accessibility of the University of Dundee's Museum Collections for the benefit of its staff and students, the general public and researchers further afield. In so doing it aims to improve the cultural life of the University and the city, provide unique learning and teaching resources, aid public engagement with research and increase the University's reputation locally and internationally.
- 1.2. The University Court will ensure that both acquisition and disposal are carried out openly and with transparency.
- 1.3. By definition, the museum has a long-term purpose and holds collections in trust for the benefit of the public in relation to its stated objectives. The University therefore accepts the principle that sound curatorial reasons must be established before consideration is given to any acquisition to the collection, or the disposal of any items in the museum's collection.
- 1.4. Acquisitions outside the current stated policy will only be made in exceptional circumstances.
- 1.5. The museum recognises its responsibility, when acquiring additions to its collections, to ensure that care of collections, documentation arrangements and use of collections will meet the requirements of the Museum Accreditation Standard. This includes using SPECTRUM primary procedures for collections management. It will take into account limitations on collecting imposed by such factors as staffing, storage and care of collection arrangements.
- 1.6. The museum will undertake due diligence and make every effort not to acquire, whether by purchase, gift, bequest or exchange, any object or specimen unless the governing body or responsible officer is satisfied that the museum can acquire a valid title to the item in question.
- 1.7. The museum will not undertake disposal motivated principally by financial reasons.
- 1.8. Please note: throughout this policy, the term 'University of Dundee' (normally abridged hereafter as 'the University') is taken to include the University's predecessor institutions (University College, Dundee and Queen's College, Dundee) and affiliated institutions such as Duncan of Jordanstone College of Art & Design, Dundee College of Education, etc.).

2. History of the collections

- 2.1 The University has been collecting works of art, teaching specimens and other museum artefacts since it first opened as University College, Dundee in 1883, but only since 1994 have these been run as a public museum service cared for by a professional Curator within Museum Services, now part of Culture & Information, with the University Court as the museum's governing body. The University first achieved Registered status for its collections in 1996, and Accreditation in 2008. This new policy has been designed to fit the requirements for a Collections Development Policy demanded by the new Accreditation Standard produced in 2011 and updated in 2014.

3. An overview of current collections

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

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

3.2 The distinct collections at present are as follows:

Alan Woods Bequest: A large collection of contemporary British art (mostly 1980s and 1990s) bequeathed by former Duncan of Jordanstone College lecturer Alan Woods in 2000, including works by Art College staff and students.

Anatomy Collection: Wax models, teaching charts and instruments, mostly late 19th and early 20th century. Although the University also has an Anatomy Museum containing human anatomical specimens, this is a teaching collection not under the responsibility of Museum Services.

Architecture Collection: Artefacts from the Architecture programme (currently just one item, a 19th-century medal)

Archive Collections: Artefacts relating to documentary collections held by the University Archives, principally the Torrance Collection (ethnographic items from Palestine, mostly late 19th and early 20th century) and artworks and objects relating to the Glasite Church (mostly 19th century).

Artists' Book Collection Dundee (abcd): A large collection of artists' books (mostly British, late 20th and early 21st century) held in the Visual Research Centre and curated by Duncan of Jordanstone College of Art & Design.

Biochemistry Collection: Scientific instruments and teaching equipment, mostly mid 20th century.

Biological Sciences Collection: Scientific instruments and teaching equipment, mostly mid 20th century.

Chaplaincy Collection: Various items of silver and sculpture, mostly mid 20th century.

Chemistry Collection: Scientific instruments and teaching equipment, mostly early to mid 20th century.

Civil Engineering Collection: Scientific instruments and teaching equipment, mostly mid 20th century.

Comics Art Collection: Original comics artwork (mostly Scottish, 20th and 21st century) collected as a research resource for the Comics Studies courses taught by Humanities and DJCAD.

Commercial Design Collection: Original design pieces made by artists connected to the University and/or Dundee, principally at Valentine's.

Computing Collection: Teaching and office equipment, mostly late 20th century.

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

D'Arcy Thompson Zoology Museum Art Collection: Artworks (20th and 21st century) inspired by the collections in the Zoology Museum and by the life and career of D'Arcy Thompson.

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

Dental School Collections: Dental instruments, a significant collection of comparative anatomy (animal teeth and jawbones) and various paintings and sculptures, mostly mid 20th century. Jointly owned by NHS Tayside.

Duncan of Jordanstone College Collection: A large collection of artworks by students, usually acquired at the annual Diploma/Degree Shows from 1955 onwards. Mostly paintings and drawings but also printmaking, photography, sculpture, video art, textiles, ceramics, jewellery and silver. Also artworks by College staff and some presentation items.

Dundee College Collection: A small collection of scientific instruments and teaching equipment used at Dundee College, mostly late 20th century.

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

Electrical & Electronic Engineering Collection: Scientific instruments and teaching equipment, mostly late 19th and early 20th century.

English Collection: A small collection of artworks created by staff from English, 2000s.

Fine Art Collections: The University's main fine art collection of paintings, drawings and prints, mostly Scottish from the 17th century onwards. This includes art acquired by individual schools unless listed elsewhere.

Geography Collection: Teaching and research equipment, mostly mid 20th century.

Herbarium Collection: A large collection of botanical specimens, mostly comprising the Flora of Angus, 19th and 20th century. Also scientific instruments and teaching charts.

Joseph Lee Collection: A large collection of drawings by the Dundee artist and First World War poet.

Law Collection: Various artworks (19th century prints) and presentation items (late 20th century).

Life Sciences Art Collection: Artworks acquired by the School of Life Sciences, including works originally commissioned for or shown in exhibitions at LifeSpace.

Maggie's Centre Collection: A collection of artworks (19th century up to contemporary) looked after by Museum Services on behalf of the Maggie Keswick Jencks Cancer Caring Centres Trust.

Mathematics Collection: Teaching models and other equipment, mostly early 20th century.

Mechanical Engineering Collection: Scientific instruments and sectioned aeroplane and car engines, mostly mid 20th century.

Media Services Collection: Items of audio-visual equipment used in teaching, mostly late 20th century.

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

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

Pathology Collection: A collection of nearly 500 human body parts kept as a teaching and research collection in the Pathology department at Ninewells Hospital.

Physics Collection: Scientific instruments and teaching equipment, mostly late 19th and 20th century.

Physiology Collection: Scientific instruments and teaching equipment, mostly late 19th and 20th century.

Presentation Collection: Miscellaneous collection of items gifted to the University by other institutions, mostly late 20th century.

Psychology Collection: Scientific instruments and teaching equipment, mostly late 19th and 20th century.

Satellite Receiving Station Collection: A small collection of equipment relating to the station based in the Ewing Building.

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

Silver Collection: The University's presentation silver, including the Mace (presented in 1911) and other ceremonial items, mostly mid 20th century.

Tayside Medical History Museum: Medical instruments, pharmaceutical items and other objects relating to the history of healthcare in Tayside from 19th century onwards, including artworks owned by the hospitals and/or inspired by the medical collection. The collection is jointly owned by the University and NHS Tayside.

University Collection: Miscellaneous items relating to general University life, including student and staff gowns and medals, mostly 20th century.

Visual Research Centre Collection: Artworks created by artists-in-residence and researchers at the VRC, 2000s.

4. Themes and priorities for future collecting

- 4.1 The museum will continue to add to the University's collections in order to represent the history of its teaching and research, as well as aspects of its corporate and cultural life (see 3.1 above). Of the collections listed in 3.2, only the following are (by their historical nature) unlikely to be subject to further collecting in the future:

Alan Woods Bequest, D'Arcy Thompson Zoology Collection, Herbarium Collection, Needlework Development Scheme Collection, Nicoll Collection, Scottish Arts Council Bequest

The others are likely to develop as new material becomes available. It is also anticipated that new teaching and research areas will develop at the University, which may lead to the creation of new museum collections.

- 4.2 The Duncan of Jordanstone College Collection will continue to be added to each year by purchase from the annual Degree Show. The Art College will also continue to acquire (and commission) works for Artists' Book Collection Dundee.
- 4.3 The main Fine Art collection will also continue to develop through the acquisition of works of Scottish art, with an emphasis on painting, drawing and printmaking, and on artists associated with Dundee. The aim is not just to acquire works that have an aesthetic value for display around the campus but also to increase the research value of the collection by making it as representative as possible (given budgetary restrictions) of the history of fine art in Scotland.
- 4.4 The Comics Art Collection will continue to be developed in collaboration with researchers in the School of Humanities and DJCAD, with much of the funding expected to come from Humanities' budget.
- 4.5 If resources allow, the Design Chair collection will also be developed to ensure its continuing use as a teaching resource for Design and Architecture.
- 4.6 There is unlikely to be further active collecting of natural history specimens for the Herbarium and Zoology Museum, unless historical specimens can be found that were part of the University's original teaching collections, or that relate to their principal creators, most notably Patrick Geddes and D'Arcy Thompson. However we will actively continue to acquire works of art inspired by these collections, particularly the Zoology Museum Art Collection, following on from a project funded by the Art Fund's Renew Scheme in 2012-13.
- 4.7 In line with the University's commitment to equality, diversity and inclusion, future collecting will attempt (where resources allow) to redress any past biases, for example by taking opportunities to acquire material relating to notable female staff or students.
- 4.8 As the collections aim to represent the history of the University and related institutions, most date from the 1880s up to the present day. Future collecting is likely to be mostly from the recent past, as current teaching equipment becomes obsolete. Future acquisitions for the art collections are likely to focus on contemporary work, but notable gaps in the historic collections will be filled as resources allow.
- 4.9 The geographical area to which most of the collections relate can be defined as the premises of the University of Dundee and its related institutions, though many items were originally acquired from much further afield – the Zoology Museum, Design Chairs and Needlework Development Scheme particularly being intended as international collections.
- 4.10 The main Fine Art collection includes works by English and European artists, but mostly comprises Scottish art, and Scotland will continue to be the focus for future collecting, with an emphasis on Dundee artists. However the

Zoology Museum Art Collection will look further afield to demonstrate the national and international reach of D'Arcy Thompson's influence.

- 4.11 The Comics Art Collection will have a particular focus on Dundee's significant history in comics production but will also broaden out to other significant comics creators in the UK and beyond, mostly from the mid-20th century onwards.
- 4.12 The Tayside Medical History Museum will continue to represent the history of medicine throughout the Tayside region, though the emphasis remains on Dundee.

5. Themes and priorities for rationalisation and disposal

- 5.1 The University accepts the principle that there is a strong presumption against the disposal of any items in the museum collections. Such actions would only be considered where the items in question represent unnecessary duplication, are in such poor physical condition as to be of no value for research or display purposes, or fall clearly outwith the stated collecting areas of this policy.
- 5.2 The University recognises that the principles on which priorities for rationalisation and disposal are determined will be through a formal review process that identifies which collections are included and excluded from the review. The outcome of review and any subsequent rationalisation will not reduce the quality or significance of the collection and will result in a more useable, well managed collection.
- 5.3 Where any rationalisation takes place, the procedures used will meet professional standards. The process will be documented, open and transparent. There will be clear communication with key stakeholders about the outcomes and the process.
- 5.4 During the term of this policy, only the collections of the Tayside Medical History Museum are likely to be considered for possible rationalisation, due to a significant number of duplicate items having been accessioned with no accompanying data.

6 Legal and ethical framework for acquisition and disposal of items

- 6.1 The University recognises its responsibility to work within the parameters of the Museum Association Code of Ethics when considering acquisition and disposal.

7 Collecting policies of other museums

- 7.1 The museum will take account of the collecting policies of other museums and other organisations collecting in the same or related areas or subject fields. It will consult with these organisations where conflicts of interest may arise or to define areas of specialism, in order to avoid unnecessary duplication and waste of resources.
- 7.2 Specific reference is made to the following museums, whose collecting areas may overlap: The McManus: Dundee's Art Gallery & Museum and Broughty Castle Museum (run by Leisure & Culture Dundee on behalf of Dundee City Council), Verdant Works and Discovery Point (run by Dundee Heritage Trust), Dundee Museum of Transport and the University of St Andrews Museum Collections.
- 7.3 In the first instance, reference will be made to the Dundee Heritage Organisations Collections Matrix drawn up following a meeting of local museum, archive and library staff in January 2017.

8 Acquisitions not covered by the policy

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

9 Acquisition

- 9.1 The museum recognises its responsibility, in acquiring additions to the University's museum collections, to ensure that care of the collections, documentation arrangements and use of the collections will meet the requirements of the Accreditation Standard. It will take into account limitations on collecting imposed by such factors as staffing, storage and care of collection arrangements.

- 9.2 To help advise the Curator in this regard, Deans of Schools will be required to nominate an appropriate member of staff to be the honorary curator of any substantial collection(s) held in those Schools and to assist with the documentation, accommodation and care of these collections.
- 9.3 Proposals for acquisitions must have regard to
- (a) the state of the objects to be acquired;
 - (b) the availability of adequate accommodation, staff and facilities for conservation;
 - (c) the relevance of the objects to the subject areas listed above;
 - (d) the desirability of avoiding duplication of similar objects already held in local museums (see 7.2 above);
 - (e) the availability of valid title to the objects (see 1.6 above and 9.6 and 9.7 below).
- 9.4 For most acquisitions, the Curator is empowered to take decisions on behalf of the University. Where the acquisition of any item would result in significant financial implications in respect of storage, conservation or display, the matter will be referred to the Museum Advisory Committee in the first instance and then if necessary to the University Court for decision.
- 9.5 Items offered to the museum as gifts or bequests will not normally be accepted if they are subject to any restrictive covenant or special conditions, such as that they must be displayed in a particular way. In exceptional circumstances, if the Curator or other University staff feel that the item(s) in question are of over-riding importance, the University Court may be asked to approve the acquisition of a specific item to which conditions are attached. A general exception to this rule will be deemed to exist in respect of restrictive covenants or conditions intended only to assure the permanent protection of the item concerned in the University's museum collections, such as restrictions placed upon any legal powers of disposal that the University Court may have; under such circumstances, it may be reasonably recommended that the University Court accept the gift or bequest in question.
- 9.6 The museum will not acquire any object or specimen unless it is satisfied that the object or specimen has not been acquired in, or exported from, its country of origin (or any intermediate country in which it may have been legally owned) in violation of that country's laws. (For the purposes of this paragraph 'country of origin' includes the United Kingdom).
- 9.7 In accordance with the provisions of the UNESCO 1970 Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property, which the UK ratified with effect from November 1 2002, the museum will reject any items that have been illicitly traded. The governing body will be guided by the national guidance on the responsible acquisition of cultural property issued by the Department for Culture, Media and Sport in 2005.

10 Human remains

- 10.1 As the museum holds or intends to acquire human remains from any period, it will follow the guidelines in the 'Guidance for the Care of Human Remains in Scottish Museums' issued by Museums Galleries Scotland in 2011.

11 Biological and geological material

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

12 Archaeological material

- 12.1 The museum will not acquire archaeological material (including excavated ceramics) in any case where the governing body or responsible officer has any suspicion that the circumstances of their recovery involved a failure to follow the appropriate legal procedures.
- 12.2 In Scotland, under the laws of bona vacantia including Treasure Trove, the Crown has title to all ownerless objects including antiquities, although such material as human remains and environmental samples are not covered by the law of bona vacantia. Scottish material of chance finds and excavation assemblages are offered to museums

through the treasure trove process and cannot therefore be legally acquired by means other than by allocation to *[museum name]* by the Crown. However where the Crown has chosen to forego its title to a portable antiquity or excavation assemblage, a Curator or other responsible person acting on behalf of the *[name of governing body]*, can establish that valid title to the item in question has been acquired by ensuring that a certificate of 'No Claim' has been issued on behalf of the Crown.

13 Exceptions

13.1 Any exceptions to the above clauses will only be because the museum is:

- o acting as an externally approved repository of last resort for material of local (UK) origin
- o acting with the permission of authorities with the requisite jurisdiction in the country of origin

In these cases the museum will be open and transparent in the way it makes decisions and will act only with the express consent of an appropriate outside authority. The museum will document when these exceptions occur.

14 Spoliation

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

15 The Repatriation and Restitution of objects and human remains

15.1 The University Court, acting on the advice of the museum's professional staff, may take a decision to return human remains (unless covered by the "Guidance for the Care of Human Remains in Scottish Museums" issued by MGS in 2011), objects or specimens to a country or people of origin. The museum will take such decisions on a case by case basis; within its legal position and taking into account all ethical implications and available guidance. This will mean that the procedures described in 16.1-5 will be followed but the remaining procedures are not appropriate.

15.2 The disposal of human remains from museums in Scotland will follow the guidelines in the 'Guidance for the Care of Human Remains in Scottish Museums' issued by Museums Galleries Scotland in 2011.

15.3 The exception to this is that as, in accordance with the procedures of the Anatomy Act (1984) as amended by the Human Tissue (Scotland) Act (2006), the proper disposal of human remains donated under the Anatomy Act is the legal duty of the Licensed Teacher of Anatomy. In exceptional circumstances the Licensed Teacher may be required to dispose of human remains and to have sole responsibility for the decision. The University Court will be informed of the decision and a clearly documented audit trail will be maintained.

16 Disposal procedures

16.1 All disposals will be undertaken with reference to the SPECTRUM Primary Procedures on disposal. As noted in 5.1 above, the University Court accepts the principle that there is a strong presumption against the disposal of any items in the University's museum collections, and that sound curatorial reasons for disposal must be established before consideration is given to any such disposal.

16.2 The University Court will confirm that it is legally free to dispose of an item. Agreements on disposal made with donors will also be taken into account.

16.3 When disposal of a museum object is being considered, the museum will establish if it was acquired with the aid of an external funding organisation. In such cases, any conditions attached to the original grant will be followed. This may include repayment of the original grant and a proportion of the proceeds if the item is disposed of by sale.

16.4 When disposal is motivated by curatorial reasons the procedures outlined below will be followed and the method of disposal may be by gift, sale, exchange or as a last resort - destruction.

16.5 The decision to dispose of material from the collections will be taken by the governing body only after full consideration of the reasons for disposal. Other factors including public benefit, the implications for the museum's collections and collections held by museums and other organisations collecting the same material or in related fields will be considered. Expert advice will be obtained and the views of stakeholders such as donors, researchers, local and source communities and others served by the museum will also be sought.

- 16.6 A decision to dispose of a specimen or object, whether by gift, exchange, sale or destruction (in the case of an item too badly damaged or deteriorated to be of any use for the purposes of the collections or for reasons of health and safety), will be the responsibility of the governing body of the museum acting on the advice of professional curatorial staff, if any, and not of the curator or manager of the collection acting alone.
- 16.7 Once a decision to dispose of material in the collection has been taken, priority will be given to retaining it within the public domain. It will therefore be offered in the first instance, by gift or sale, directly to other Accredited Museums likely to be interested in its acquisition.
- 16.8 If the material is not acquired by any Accredited museum to which it was offered as a gift or for sale, then the museum community at large will be advised of the intention to dispose of the material normally through a notice on the MA's Find an Object web listing service, an announcement in the Museums Association's Museums Journal or in other specialist publications and websites (if appropriate).
- 16.9 The announcement relating to gift or sale will indicate the number and nature of specimens or objects involved, and the basis on which the material will be transferred to another institution. Preference will be given to expressions of interest from other Accredited Museums. A period of at least two months will be allowed for an interest in acquiring the material to be expressed. At the end of this period, if no expressions of interest have been received, the museum may consider disposing of the material to other interested individuals and organisations giving priority to organisations in the public domain.
- 16.10 Any monies received by the University Court from the disposal of items will be applied solely and directly for the benefit of the collections. This normally means the purchase of further acquisitions. In exceptional cases, improvements relating to the care of collections in order to meet or exceed Accreditation requirements relating to the risk of damage to and deterioration of the collections may be justifiable. Any monies received in compensation for the damage, loss or destruction of items will be applied in the same way. Advice on those cases where the monies are intended to be used for the care of collections will be sought from Museums Galleries Scotland.
- 16.11 The proceeds of a sale will be allocated so it can be demonstrated that they are spent in a manner compatible with the requirements of the Accreditation standard. Money must be restricted to the long-term sustainability, use and development of the collection.
- 16.12 Full records will be kept of all decisions on disposals and the items involved and proper arrangements made for the preservation and/or transfer, as appropriate, of the documentation relating to the items concerned, including photographic records where practicable in accordance with SPECTRUM Procedure on deaccession and disposal.

Disposal by exchange

- 16.13 The nature of disposal by exchange means that the museum will not necessarily be in a position to exchange the material with another Accredited museum. The governing body will therefore ensure that issues relating to accountability and impartiality are carefully considered to avoid undue influence on its decision-making process.
- 16.14 In cases where the governing body wishes for sound curatorial reasons to exchange material directly with Accredited or non-Accredited museums, with other organisations or with individuals, the procedures in paragraphs 16.1-5 will apply.
- 16.15 If the exchange is proposed to be made with a specific Accredited museum, other Accredited museums which collect in the same or related areas will be directly notified of the proposal and their comments will be requested.
- 16.16 If the exchange is proposed with a non-Accredited museum, with another type of organisation or with an individual, the museum will place a notice on the MA's Find an Object web listing service, or make an announcement in the Museums Association's Museums Journal or in other specialist publications and websites (if appropriate).
- 16.17 Both the notification and announcement must provide information on the number and nature of the specimens or objects involved both in the museum's collection and those intended to be acquired in exchange. A period of at least two months must be allowed for comments to be received. At the end of this period, the governing body must consider the comments before a final decision on the exchange is made.

Disposal by destruction

- 16.18 If it is not possible to dispose of an object through transfer or sale, the University Court may decide to destroy it.

- 16.19 It is acceptable to destroy material of low intrinsic significance (duplicate mass-produced articles or common specimens which lack significant provenance) where no alternative method of disposal can be found.
- 16.20 Destruction is also an acceptable method of disposal in cases where an object is in extremely poor condition, has high associated health and safety risks or is part of an approved destructive testing request identified in an organisation's research policy.
- 16.21 Where necessary, specialist advice will be sought to establish the appropriate method of destruction. Health and safety risk assessments will be carried out by trained staff where required.
- 16.22 The destruction of objects should be witnessed by an appropriate member of the museum workforce. In circumstances where this is not possible, eg the destruction of controlled substances, a police certificate should be obtained and kept in the relevant object history file.

**University of Dundee
Museum Services**

Management Plan 2017-2022

**Approved by the University Court on XXX
This plan will be reviewed on or before 1 September 2022**

Mission Statement

Museum Services is responsible for the documentation, conservation, interpretation and accessibility of the University of Dundee's Museum Collections for the benefit of its staff and students, the general public and researchers further afield. In so doing it aims to improve the cultural life of the University and the city, provide unique learning and teaching resources, aid public engagement with research and increase the University's reputation locally and internationally.

Historical Summary

The University was founded as University College, Dundee in 1881. In 1897 the College became part of the University of St Andrews. In 1954 it was reformed as Queen's College, Dundee, and in 1967 it achieved independence as the University of Dundee. In 1994 the neighbouring Duncan of Jordanstone College of Art & Design became a Faculty of the University, as did Dundee College of Nursing in 1996 and the former Dundee College of Education in 2002.

Various departmental museums have existed during this 130 year history (most notably D'Arcy Thompson's Zoology Museum) but it has never possessed a University Museum as such. Nevertheless it has acquired a considerable range of museum objects by gift, bequest and purchase, including material from various former teaching and research collections.

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

The Curator succeeded in cataloguing and storing the Collections to sufficient standards for the award of Phase 1 Registration with the Museum & Galleries Commission. A new Curator was appointed in January 2001 and later that year oversaw the achievement of Phase 2 Registration, followed in 2008 by achieving Accreditation status for the Collections, the Accreditation Standard having replaced Registration.

In February 2002, following a review of the University Central Services, the Museum Collections were reformed as Museum Services, part of Archive, Records Management & Museum Services (ARMMS), an associate department of the History Department (and from 2006 of the School of Humanities). The ACE committee was dissolved and until 2012 the Head of ARMMS reported to a Library & Information Services Committee. The Tayside Medical History Museum, for which responsibility lies jointly with the University and NHS Tayside, has its own informal committee convened by the Honorary Curator.

Recent Developments

In 2012 the Library & Information Services committee and the post of Director of Information Services were abolished. A formal review of ARMMS took place in 2013-14, resulting in a rebranding of the department as Culture & Information, which then became part of the same directorate as the Library & Learning Centre. The museum curator reports to the University Archivist who reports to the Director of the Library & Learning Centre and Culture & Information (LLC & CI) Directorate.

In 2015 a new Culture & Arts Committee was established (reporting to Senate) and a Museum Advisory Committee set up chaired by the University Secretary. For the purposes of Accreditation, the committee acts as a Managing Committee for the museum on behalf of Court. It assists the curator with the strategic development of the service and reviews and approves policies before they go to Court.

Museum Services currently has an annual budget of around £14,000. It has also inherited the Fine Art Fund, set up in 1960 as a purchase fund for works of art, which currently stands at around £2,300. This is not renewed annually. Since 2013 the service has also received £11,500 annually in additional developmental funding from the Scottish Funding Council's Museums, Galleries & Collections Grant. In the same year, Museum Services was successful in a bid to host a full-time

intern for a year funded by Museums Galleries Scotland. These two additions to the service's resources, almost doubling its budget and staffing levels, had a transformational impact. Further grant funding enabled the appointment of the intern as Assistant Curator for two years. As a result, we saw a 250% increase in the number of people making active use of our services, including a 118% increase in students using the collections, a 245% increase in participation in our public events and a 229% increase in visitor numbers in our Zoology Museum. The Assistant Curator also established a schools programme for the first time, in collaboration with staff and students from the School of Education & Social Work. This included taking objects from the collections out to schools and hosting workshops for school groups at the University. The majority of these schools were in MD40 areas, thus contributing to the University's widening access agenda. The grant funding for the Assistant Curator post came to an end in November 2016 and for financial reasons the University was unable to fund it from its core budget. Since then, significant cuts have had to be made to the service.

Purpose

The main responsibility of Museum Services is to document, conserve and interpret the University's Museum Collections and in so doing support the University's strategic objectives. By increasing access to the Collections and understanding of them, Museum Services helps to increase awareness of the University's history and achievements both past and present. This in turn helps the University to recruit and retain high-quality students and staff and to increase its national and international standing. Many parts of the Collections still have a valid (and in some cases vital) role in teaching, thus supporting the fundamental educational purpose of the University. The service also has the potential to play a significant role in supporting REF Impact through its public engagement activities. Our exhibitions and public activities and the display of art across the University campuses is of special importance in supporting part of the University's vision in creating a vibrant, rich and active University community; its goal of delivering cultural benefits and being the most potent force for cultural transformation in the region. It also directly addresses one of the key themes in the Transformation vision of improving social, cultural and physical well-being. Through exhibitions and other joint initiatives, Museum Services also helps to develop and promote constructive relationships between schools within the University, as well as with other academic institutions and the local and regional community.

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

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

As part of the requirements of Accreditation, a SWOT analysis for Museum Services was carried out in April 2017. The following are some of the main conclusions:

Strengths

- Range and quality of collections
- Enthusiasm and hard work of curator and volunteers
- Flexibility of programming
- Strong links to particular academic schools and external organisations
- Ability to make use of or partner with other University facilities

Weaknesses

- Loss of externally funded Assistant Curator post resulting in significant cuts to service
- Only one paid member of staff leading to a reliance on volunteers
- Small budget leading to restrictions on collections management, conservation, acquisitions and publicity
- Lack of dedicated central museum building requiring dispersal of collection in numerous buildings across two campuses

Opportunities

- Increasing collaboration with academic schools and external organisations
- Increasing awareness of collections via online platforms
- Increasing recognition of D'Arcy Thompson collections through On Growth & Form centenary project
- Increasing recognition by the University of the importance of public engagement

Increasing recognition by the Scottish Funding Council of the role of university museums
Discussions by senior management for a permanent University museum/visitor centre

Threats

Reliance on unpaid volunteers to carry out many of the service's core tasks
Only one paid member of staff – in the case of illness the service would have to shut down
Inability to fulfil potential due to lack of staff time
Difficulty of meeting increasingly stringent Accreditation requirements
Difficulty of meeting increased demands of Scottish Funding Council
Relocation of collections currently housed in Visual Research Centre

The environment within which Museum Services operates has changed considerably since the service was set up in 1994. There is a need to be able to respond to various different priorities:

- the University of Dundee's own strategic aims (both short-term through its Strategy to 2022 and its long-term vision 'Transformation')
- the strategic direction of the Scottish Funding Council and other higher education funding bodies
- the aims of Dundee's city-wide cultural strategy (last revised in 2015) and the city's bid for European Capital of Culture in 2023
- the collaborative agendas set by partnership organisations such as the Tayside Museums Forum and UMIS
- the museum sector's wider priorities, as set out in 'Going Further: the National Strategy for Scotland's Museums and Galleries'

The Curator has actively sought to participate in consultations and meetings concerning these disparate strategies, ensuring that Museum Services remains fully engaged with all the relevant agendas.

Growing budgetary pressures makes the need for external funding increasingly important, while at the same time the competition on grants becomes greater and pressure on very limited staff time makes it difficult to prepare applications. In the light of this, partnership projects such as the new Tayside Museums Forum Museums Development initiative are of particular importance in helping to develop the service. The expanding cultural scene in Dundee as a whole is both a challenge (competing for audiences against much better-resourced organisations) but also an opportunity for further partnership working and joint promotions (eg through initiatives such as the Ignite Festival).

Two other key factors are changing the nature of the environment in which Museum Services operates. The first is technological – there is a significant opportunity to increase public awareness through development of the service's online and social networking profile, but lack of time and resources make it ever harder to exploit this. Secondly, the need for environmental sustainability in all of Museum Services' activities is something that must always be borne in mind. The events programme of the D'Arcy Thompson Zoology Museum provides an important opportunity to become more actively involved in environmental activities, for example through our engagement with relevant bodies such as the Marine Conservation Society and Dundee Naturalists' Society.

Consultation

Museum Services aims to provide the best possible service for its various users given the limitations on staff and resources. The opinions of users are therefore extremely important and are acquired in various ways, including visitors books and questionnaires in the Lamb Gallery and D'Arcy Thompson Zoology Museum, and informal comments given to the Curator or volunteers during exhibition installations or other times. In reviewing this plan, an online consultation was carried out in 2017 which aimed to reach users and non-users alike, being sent to all University staff and students through External Relations' e-newsletter, everyone on Museum Services' mailing list and members of the cultural community of Dundee generally. 86 responses were received within three weeks, of which 63% lived in Dundee with 29% in the rest of Tayside or Fife and 8% elsewhere. 31% were current University of Dundee staff, 6% current students and 14% alumni.

Asked which of our recent exhibitions they had visited, the most popular were A Sketch of the Universe in Edinburgh City Art Centre (46%), Alec Muir in the Lamb Gallery (38%), Ballads of Battle in the Lamb Gallery (36%), Re-animating H G Wells in the Tower Foyer (29%) and Macoto Murayama in the Lamb Gallery (27%). General comments on the exhibition programme were very positive, the main negative comments being about the inadequate nature of the current venues, with several respondents saying that a purpose-built space would be better. Lack of external signage and the reduced opening hours were also repeatedly criticised. Asked what kind of exhibitions they most liked to see, photography was the most popular (66%) followed by art by Dundee artists (64%) and thematic art exhibitions (64%).

87% of respondents had visited the D'Arcy Thompson Zoology Museum and feedback was overwhelmingly positive. The main negative comments were that the museum is too small, in an inconvenient location and not open often enough. 40%

of those who visited had attended special events in the museum – craft workshops and the recent Women in Whaling talk were particularly praised.

Only 42% of respondents had visited the refurbished Tayside Medical History Museum but feedback was entirely positive from those who had, lack of signage and publicity being the only negative comment. The inconvenient location and lack of awareness were cited by non-visitors.

Regarding other spaces, 26% of respondents had visited abcD (Artists Book Collection Dundee) or seen exhibitions in CentreSpace based on it, while 44% had seen our objects on display in LifeSpace exhibitions, and 56% had visited the main Museum Services stores and office in Hawkhill House.

There was strong support for the display of artworks from the collections around campus, with the Dalhousie Building (75%) and DJCAD (74%) being the most often cited buildings that people had seen art on display. 77% of those responding felt that the art improves the buildings and 49% would like to see more on display.

45% of respondents felt the University should have a single public building to display the collections, with 94% saying that this would make them more likely to visit. However many of those commenting like the fact that art and objects are seen in so many different locations.

54% of staff responding had used Museum Services to help them with public engagement, 38% with teaching and 38% with research.

67% of respondents had visited the Museum Services website, 53% were aware of our online database, 34% of Twitter users followed us and 32% of Facebook users had liked our page.

Overall, 99% were satisfied with the level of service provided, though a large number noted that the service needs to be better supported by the University and several commented particularly on the loss of the Assistant Curator post. The main benefits of the museum collections cited by respondents were:

- Preserving and promoting the history of the University (95%)
- Improving the cultural life of the campus (87%)
- Helping to connect town and gown (77%)
- Beneficial to students (75%)
- Useful teaching and research resource (74%)

Actions to be put in place as a result of the consultation:

Most of the requests made by respondents (the creation of a dedicated museum and the increase of staff and budget) are outwith the control of the Curator. Improved marketing is one area that can be targeted, but only by reducing expenditure in other areas. Other specific suggestions made which could be explored are leaflets to accompany exhibitions; more daytime events to avoid difficulty of evening travel; and more use of digital technology.

Review of Management Plan 2012-2017

The overall aims set out in the previous Management Plan (adopted by the University Court in 2012) were the same as those set out below under the headings Collections Management, Museum Management and Access & Interpretation. During the past five years Museum Services has continued to maintain appropriate standards and (thanks to the temporary additional staffing) has effected considerable improvements in key areas. This section summarises the achievements made over the past five years in relation to the aims and objectives of the previous plan.

Collections Management

Key achievements:

- Accreditation status secured for Museum Services in 2016
- New KE_EMu collections database installed, significantly increasing functionality
- Over 5,000 item records added to the database, including 2,200 botanical specimens, 1,400 zoological specimens, 500 pathology specimens and 800 artworks
- 10 artworks sent for professional conservation treatment
- Curator and volunteers undertook fluid preservation training resulting in 39 Zoology and Pathology specimens being treated
- New storage facilities installed at Ninewells for the Tayside Medical History Museum

Objectives not met:

Oral History Project with University Archives – lack of staff time reduced the number of interviews conducted

Museum Management

Key achievements:

- Successful appointment of Assistant Curator for two years
- Over 50 volunteers have assisted the Curator as well as Departmental Curators and Tayside Medical History Museum committee members
- New Museum Advisory Committee and Culture & Arts Committee established
- Over £200,000 in external grant funding secured
- Regular developmental funding awarded by Scottish Funding Council
- Collaborative projects included Great War Dundee, which won the Stephen Fry Award for Public Engagement with Research; Discovery Walk, a public art and heritage project at the new Slessor Gardens
- Museum Services played an active role in the Carnegie Trust-funded *Patrick Geddes: The City as a Thinking Machine* project led by staff in Architecture and Town & Regional Planning
- Collaborations with D C Thomson and the Scottish Centre for Comics Studies included the official 75th anniversary Dandy exhibition and a memorial exhibition to Duncan of Jordanstone alumnus Jim Petrie
- Internal collaborations with the School of Humanities on Scottish Word & Image Group events (including the major international IAWIS conference Riddles of Form) and with DJCAD on Student Curatorial Team exhibitions and other projects
- Collaboration with Archive Services on exhibitions including *The University at War* and *Good Vibrations: The University in 1967*
- Created *A Sketch of the Universe* touring exhibition in collaboration with Edinburgh City Art Centre, seen there by 10,000 visitors
- Actively participating in discussions on funding between UMIS and the Scottish Funding Council
- Co-organised public events through the Scottish Society for Art History including popular study days on *Scottish Art in the Great War* and *Women in Scottish Art 1885-1965*.

Objectives not met:

None.

Access & Interpretation

Key achievements:

- 250% increase in number of active users
- Over 1,200 enquiries answered
- New online version of our collections database
- New permanent display for the Tayside Medical History Museum opened in 2016
- 425% increase in visitors to the D'Arcy Thompson Zoology Museum
- Over 60 public exhibitions staged
- Over 400 objects and artworks loaned to 36 venues including The McManus: Dundee's Art Gallery & Museum, the Scottish National Gallery, the National Library of Scotland, the Royal Scottish Academy, the Henry Moore Institute and the Musée du Chateau des Ducs de Wurtemberg in Montbéliard, France.
- New lighting for Lamb Gallery
- Collections used in teaching to support 30 undergraduate programmes (increase of over 400% in student use of the collections)
- Collections also used by students of Dundee & Angus College, University of St Andrews, University of the Highlands & Islands, Glasgow School of Art and others
- Publication of *Art in Dundee 1867-1924* book and various journal papers by the Curator
- Introduction of Museum Collections Facebook site and digital collections available through YouTube, Vimeo and Sketchfab
- Successful commencement of On Growth & Form centenary celebrations – Curator involved in activities in Dundee, Edinburgh, London, Amsterdam and New York

Objectives not met:

None.

Collections

Key achievements:

- Several exhibitions based on Artists' Book Collection Dundee organised by DJCAD Student Curatorial Team
- Purchasing from DJCAD Degree Shows broadened to include Design & Craft subjects
- Significant development of art collection inspired by D'Arcy Thompson and the zoology collection; major exhibitions held in Dundee and Edinburgh
- Law, Psychology and Dental School Comparative Anatomy collections photographed; Herbarium photography underway
- Large collection of Pathology specimens catalogued
- Major exhibition of Joseph Lee collection held in collaboration with Archive Services to mark Great War centenary
- New permanent display of Tayside Medical History Museum collection
- New display of Electrical & Electronic Engineering collection in Ewing Building

Objectives not met:

Alan Woods Bequest – identification of unknown artists on-going

DJCAD Collection – storage conditions still less than ideal; identification of unknown artists on-going

Chaplaincy Collection – photography not yet undertaken

Mechanical Engineering Collection – volunteer not yet assigned to identify and catalogue material in Fulton Building basement

Tayside Medical History Museum Collection – retiral of honorary curator has prevented creation of further satellite displays

Aims and Objectives 2017-22

1) Collections Management

Aim:

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

Objectives:

- a) The Collections should be developed as determined by the existing Acquisition & Disposal Policies, which should be maintained and updated as required
- b) The Collections should continue to be documented to SPECTRUM standards
- c) Appropriate storage should be ensured for the Collections wherever possible
- d) A satisfactory balance should be maintained between access to and conservation of the Collections
- e) Where possible, resources should be directed towards procuring professional conservation treatment of any items in the Collections that have significant exhibition potential but are currently unable to be displayed due to their condition
- f) The Curator should have continual access to expert conservation advice (eg by maintaining close links with the remaining conservators from the University's former Book & Paper Conservation Studio and the conservator at Dundee Art Galleries & Museums) and act accordingly to ensure reasonable standards of care for the Collections
- g) Obsolete remote environmental monitoring system should be replaced
- h) Security implications should always be considered when putting material from the Collections on public display
- i) The Culture & Information disaster preparedness plan should be maintained and updated as required and embedded fully in the University's wider disaster planning arrangements

2) Museum Management

Aim:

To ensure that the staff structure and finances of Museum Services continue to operate effectively and meet the requirements of the Museum Accreditation Scheme and that Museum Services is able to play an active part in the activities of the University and relevant external bodies.

Objectives:

- a) The University should continue to employ a trained museum professional as Curator of the Collections
- b) An Assistant Curator should be appointed when funding levels allow
- c) The Curator should continue to encourage volunteer staff to assist with collections management, exhibitions and other activities, while ensuring that they are provided with appropriate induction procedures and development opportunities
- d) Students and graduates of the University wishing to gain work experience should be encouraged to volunteer if places are available, improving student experience and helping them to gain valuable skills to improve their employability or chances of postgraduate education
- e) The Curator (and Assistant Curator if appointed) should also take advantage of appropriate training and personal development opportunities
- f) All museum staff should abide by the Museums Association Code of Ethics
- g) This Management Plan and other policy documents must be maintained and updated as required
- h) The Curator should continue to have direct access to the appropriate University committees where necessary
- i) The Curator's line manager should seek to ensure that Museum Services receives a satisfactory level of funding in the context of the University's overall budget envelope, and that this budget can be managed effectively
- j) Potential sources of external funding should also be investigated and grant-aid applied for where possible
- k) Museum Services should continue to function effectively as part of Culture & Information, the LLC and C&I Directorate and the University of Dundee as a whole
- l) Museum Services should make a significant contribution to the development of the University's new Cultural Strategy and the collaboration of cultural services and activities across the campuses
- m) The Curator should seek to develop collaborations with other departments and external organisations at local, national and international levels
- n) The Curator should continue to play an active role in relevant organisations such as the Tayside Museums Forum and University Museums in Scotland (UMIS)
- o) Museum Services should be environmentally conscious in its activities and seek to minimise its carbon footprint wherever possible

3) Access & Interpretation

Aim:

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

Objectives:

- a) The University should be encouraged to improve the facilities available for displaying the Collections, the long-term goal being to have a dedicated museum space for permanent public access.
- b) Storage facilities should be kept to a standard that allows access to the Collections by researchers and other visitors
- c) A varied programme of exhibitions should be created both on campus and in external venues where possible
- d) Opportunities should be explored for improving the gallery spaces in the Tower Building, particularly the Foyer when remodelling and refurbishment takes place at some point over the next few years
- e) The Curator should continue to exploit opportunities for loans of objects to other museums and exhibition venues
- f) The Museum Services website should be maintained and developed, the aim being to provide information on every collection and an online presence for each new exhibition
- g) A wide range of interpretation methods should be employed to enable the public to engage with the collections, including use of new media and other technology
- h) Staff time should continue to be given to answering enquiries from staff, students and members of the public
- i) The use of the Collections in teaching and research should continue to be promoted and developed as resources allow, particularly in developing interdisciplinary projects
- j) Opportunities for Museum Services to aid academic schools with REF impact should be taken as resources allow
- k) The Curator should also seek to carry out personal research into the Collections, as time allows
- l) Engagement activities with primary and secondary schools should be reinstated if resources allow, with the key aim of supporting the Scottish Funding Council's widening access agenda
- m) Opportunities for publicising the Collections and user services should be exploited both within the University and further afield
- n) In its various public activities, Museum Services should act as an important link between 'town and gown' in Dundee
- o) Museum Services should continue to participate in relevant festivals and promotional strategies such as Festival of Museums, Ignite Festival, Dundee Design Festival, Dundee Literary Festival, Dundee Science Festival and Doors Open Days
- p) All museum staff should ensure that visitors and other users are treated with courtesy and care at all times
- q) As a university museum, learning and discovery should be at the heart of all the public activities of Museum Services

4) Collections

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

a) Duncan of Jordanstone College of Art & Design

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

Action: some unknown artists still be identified.

Artists' Book Collection Dundee: A large collection of 20th and 21st-century artists' books, originally curated by Alec Finlay as a separate entity but now part of the Museum Collections. Stored at the VRC.

Departmental contacts: Hazel McDonald, Adam Lockhart

Action: Identify new home for collection before University moves out of VRC. Aim for increased use of collection by university and other researchers. Develop new exhibitions and commissions in collaboration with DJCAD. Promote the collection through events and activities.

Design Chairs: A collection of classic designs from the 19th and 20th centuries, acquired by DJCAD's School of Design as a teaching collection. Mostly stored in Hawkhill House.

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

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

Departmental curator: Calum Colvin

Action: Aim to improve storage conditions, identify unknown artists, increase contact with alumni artists, improve cataloguing and add more to the website. Continue oral history project in collaboration with Archive Services.

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

Action: Encourage further teaching and research use. Continue links with local interest groups and other institutions holding NDS collections.

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

Departmental contact: Hazel McDonald

Action: Identify new home for collection before University moves out of VRC. Aim for increased teaching and research use of collection.

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

Departmental contact: Hazel McDonald

Action: Identify new home for collection before University moves out of VRC.

b) School of Dentistry

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

Departmental contacts: Prof Mark Hector, Dr Andrew Mason

Action: Develop teaching and research use.

c) School of Education & Social Work

Education: Art and artefacts belonging to the former Dundee College of Education, including significant pieces of 20th-century Scottish art. Stored at Hawkhill House, with highlights on display in the School of Education and elsewhere.

Action: None.

d) School of Humanities

Comics Art: Collection of original comics artwork, intended as a research and exhibition resource for the English programme, School of Humanities. Stored in Hawkhill House, with highlights displayed in Baxter suite, Tower Building.

Departmental contact: Prof Christopher Murray

Action: Develop collection and its use in teaching, research and display.

e) School of Life Sciences

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

Action: None.

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

Action: None.

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

Action: Photograph collection. Encourage research use.

Life Sciences Art Collection: Artworks acquired by the School of Life Sciences, including works originally commissioned for or shown in exhibitions at LifeSpace.

Departmental contacts: Dr Morag Martin, Dr Sarah Cook

Action: Inventory and cataloguing required.

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

Action: None.

Zoology: Large collection of zoological specimens, many of which were acquired by Prof D'Arcy Thompson in the 1880s and 1890s. Also teaching charts and models. Most of the collection is displayed or stored in the D'Arcy Thompson Zoology Museum with the rest in Hawkhill House.

Departmental curators: Prof Brian Eddy & Dr Liz Lakin

Action: Continue to research collection and develop its use in interdisciplinary teaching and research. Continue to develop public access to the Zoology Museum through events and open days.

Zoology Art Collection: A collection of artworks inspired by the writings and collections of D'Arcy Thompson, largely developed thanks to a grant from the Art Fund's RENEW scheme.

Action: Continue to develop and exhibit.

f) School of Medicine

Pathology: A large collection of potted specimens kept at Ninewells for teaching and research use

Departmental curator: Dr Richard Oparka

Action: Create website for the collection. Develop teaching and research use.

Tayside Medical History Museum: Medical instruments, pharmaceutical items and other objects relating to the history of healthcare in Tayside, including artworks owned by the hospitals. The collection is jointly owned by the University and NHS Tayside. Most of it is stored at Ninewells, where there is a permanent display area in the main foyer of the Medical School and displays in other parts of the hospital. There are also satellite displays in hospitals in Aberfeldy, Blairgowrie and Pitlochry.

Departmental curator: Dr Michael Murphy

Action: Update permanent display as required, and develop public activities based on this as resources allow. Increase awareness of the museum through further publicity. Continue involvement with Scotland & Medicine project.

g) School of Nursing & Health Sciences

Although there is no dedicated collection associated with this school, a significant amount of nursing material is held in the Tayside Medical History Museum at Ninewells.

h) School of Science & Engineering

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

Action: None.

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

Action: None

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

Departmental curator: Dr Tom Dyer

Action: None.

Computing: Teaching equipment, stored in Hawkhill House.

Action: None.

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

Action: None.

Mathematics: Teaching models and other equipment, stored in Hawkhill House.

Action: None.

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

Departmental curator: Lyall Mitchell

Action: None.

Physics: Scientific instruments and teaching equipment. Stored in Hawkhill House with highlights displayed in Harris Building.

Departmental curator: Prof Sandy Fitzgerald

Action: None.

i) School of Social Sciences

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

Action: None.

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

Departmental curator: Robin White

Action: None.

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

Departmental curator: Prof Nick Wade

Action: None.

j) Other Collections

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

Action: Continue conservation programme for the collection. Continue exhibition programme and encourage loan of works to other galleries.

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

Action: Continue exhibition programme and encourage loan of works to other galleries.

Joseph Lee Collection: Collection of artworks by the Dundee war poet and artist

Action: None.

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

Action: None.

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

Departmental curator: Rev Fiona Douglas

Action: Photograph for reference and website.

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

Action: None.

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

Action: Continue to liaise with Maggie's Centre staff to ensure catalogue up-to-date.

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

Action: None.

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

Action: None.

Silver Collection: A collection of ceremonial silver, including the University Mace. Stored in the Cash Office and displayed at Graduation and other functions.

Action: Potential for website.

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

Action: None.

Resource Plan

In line with the requirements of Accreditation, this section of the Management Plan sets out the practicalities of how the above objectives are to be undertaken and the finance and personnel requirements involved.

Spending Plan 2017-2022

Museum Services has two budgets - the main Operating Budget, which is renewed every year (and which is lost if not entirely spent by the end of July each year), and the Fine Art Fund, which is an on-going fund to support the art collections that is not renewed each year but carried over. Hence any art-related income is fed into the latter budget to prevent it being lost. The Scottish Funding Council's annual grant is added to the Operating Budget.

	2016-2017 estimated	2017-2018 allocated	2018-2019 and future years predicted
	£14,220 allocated + £11,500 from SFC	£14,220 + £11,500 from SFC	£14,220 + £11,500 from SFC
OPERATING BUDGET EXPENDITURE			
Equipment and general costs	£10,000	£8070	£8070
Exhibition costs	£9000	£10,250	£10,250
Travel and accommodation	£2000	£3700	£3700
Staff development	£500	£700	£700
Conservation treatment	£3000	£3000	£3000
Acquisitions	£2000	£800	£800
OPERATING BUDGET INCOME			
Donations	£200	£200	£200
Sales	£100	£300	£300
Other income	£700	£300	£300
TOTAL	£25,500	£25,720	£25,720
FINE ART FUND EXPENDITURE			
Acquisitions	£1000	£1000	£1000
FINE ART FUND INCOME			
Continued from previous year	£2144	£2514	£2514
Donations	£50	£50	£50
Sales	£1200	£800	£800
Other income	£120	£150	£150
TOTAL TO BE CARRIED OVER	£2514	£2514	£2514

In addition to these, Museum Services has a number of grant-aided projects which are held in separate cost centres. At present, those confirmed are:

MEDICAL HISTORY MUSEUM STORAGE - £8330 to be claimed from Museums Galleries Scotland in 2016-17

ANIMATING ARCHAEOPTERYX - £3668 to be claimed from Museums Galleries Scotland in 2017-18

The following table sets out specific actions to be taken in order to meet the objectives stated. It is anticipated that all costs required to meet the basic standard of Accreditation will be met by the museum's normal operating budget, but given the restrictions on staffing and resources, actions will be prioritised according to the needs of Accreditation and the University's strategic objectives.

OBJECTIVE	ACTION	TIMEFRAME	STAFF INVOLVED	EVALUATION
The Collections should be developed as determined by the existing Acquisition & Disposal Policies, which should be maintained and updated as required	<ul style="list-style-type: none"> Look for opportunities to make relevant acquisition Apply for NFA or Art Fund grants to make notable acquisitions Review Acquisition & Disposal Policy as required 	Ongoing	Curator	Successful acquisitions
The Collections should continue to be documented to SPECTRUM standards	<ul style="list-style-type: none"> Ensure volunteers are aware of correct cataloguing procedures New acquisitions to be accessioned within six months to prevent build-up of backlog Improve existing records where possible Maintain and update Documentation plan and Collections Management procedures as required 	Ongoing	Curator, volunteers and Assistant Curator if appointed	SPECTRUM standards maintained and backlog kept to minimum
Appropriate storage should be ensured for the Collections wherever possible	<ul style="list-style-type: none"> Continue to monitor environmental conditions and act appropriately Exploit any opportunities for improvements (eg due to relocation from VRC) Maintain and update Care & Conservation plan as required 	Ongoing	Curator	Maintenance of current standards or improvement if possible
A satisfactory balance should be maintained between access to and conservation of the Collections	<ul style="list-style-type: none"> Effects of display on any object should be considered and action taken to minimise any possible damage Take necessary precautions when allowing students or researchers to handle objects Maintain and update Care & Conservation plan as required 	Ongoing	Curator, volunteers and departmental curators	Potential damage to collection minimised
Where possible, resources should be directed towards procuring professional conservation treatment of any items in the Collections that have significant exhibition potential but are currently unable to be	<ul style="list-style-type: none"> Apply for grant funding for conservation work where available Maintain and update Care & Conservation plan as required 	Ongoing	Curator	Conservation treatment undertaken

displayed due to their condition				
The Curator should have continual access to expert conservation advice and act accordingly to ensure reasonable standards of care for the Collections	<ul style="list-style-type: none"> Maintain links with the remaining conservators from the Book & Paper Conservation Studio, the conservator at Dundee Art Galleries & Museums and the painting conservators Egan, Matthews & Rose 	Ongoing	Curator	Links maintained
Obsolete remote environmental monitoring system should be replaced	<ul style="list-style-type: none"> Await decision on recent grant application for new system If unsuccessful, seek alternative funding 	Ongoing until succ	Curator	New system installed
Security implications should always be considered when putting material from the Collections on public display	<ul style="list-style-type: none"> Risk assessment carried out on every item for display and action taken as appropriate Liaise with Estates & Buildings for advice Review and update security review as appropriate 	Ongoing	Curator	Displays maintained in secure manner
The Culture & Information disaster preparedness plan should be maintained and updated as required and embedded fully in the University's wider disaster planning arrangements	<ul style="list-style-type: none"> Update plan as required Arrange regular training 	Ongoing	Curator and Archives staff	Plan maintained
The University should continue to employ a trained museum professional as Curator of the Collections	<ul style="list-style-type: none"> Liaise with senior management as appropriate 	Ongoing	Curator and senior management	Curator employed
An Assistant Curator should be appointed when funding levels allow	<ul style="list-style-type: none"> Liaise with line manager and senior management as appropriate Submit application to staffing committee when appropriate 	Ongoing until successful	Curator and University Archivist	Assistant Curator appointed
The Curator should continue to encourage volunteer staff to assist with collections management, exhibitions and other activities, while ensuring that they are provided with appropriate induction procedures and development opportunities	<ul style="list-style-type: none"> Look for opportunities to employ new volunteers Ensure variety of tasks for existing volunteers Update volunteer agreement as necessary 	Ongoing	Curator, departmental curators and Assistant Curator if appointed	Satisfactory number of useful volunteers

Students and graduates of the University wishing to gain work experience should be encouraged to volunteer if places are available, helping them to gain valuable skills to improve their employability or chances of postgraduate education	<ul style="list-style-type: none"> Look for opportunities to employ current or recent students as volunteers Take part in work placement modules run by Schools 	Ongoing	Curator and Assistant Curator if appointed	Satisfactory number of student volunteers. Good feedback from students on placements.
The Curator (and Assistant Curator if appointed) should also take advantage of appropriate training and personal development opportunities	<ul style="list-style-type: none"> Look for training opportunities or make specific requests to training providers 	Ongoing	Curator and Assistant Curator if appointed	Useful training courses undertaken
All museum staff should abide by the Museums Association Code of Ethics	<ul style="list-style-type: none"> Ensure all staff are familiar with code 	Ongoing	Curator, volunteers, departmental curators and Assistant Curator if appointed	Code adhered to
This Management Plan and other policy documents must be maintained and updated as required	<ul style="list-style-type: none"> Maintain and update documents as required 	Ongoing	Curator	Documents maintained
The Curator should continue to have direct access to the appropriate University committees where necessary	<ul style="list-style-type: none"> Continue regular meetings of Museum Advisory Committee and Culture & Arts Committee 	Ongoing	Curator, University Archivist and senior management	Committee structure maintained
The Curator's line manager should seek to ensure that Museum Services receives a satisfactory level of funding in the context of the University's overall budget envelope, and that this budget can be managed effectively	<ul style="list-style-type: none"> Curator to liaise with line manager, who will liaise with head of directorate as appropriate 	Ongoing	Curator, University Archivist and Head of Directorate	Budget maintained or improved
Potential sources of external funding should also be investigated and grant-aid applied for where possible	<ul style="list-style-type: none"> Curator should be aware of funding sources and make applications as appropriate 	Ongoing	Curator and Assistant Curator if appointed	Funding applications submitted
Museum Services should continue to function effectively as part of Culture & Information, the LLC and C&I Directorate and the University of Dundee as a whole	<ul style="list-style-type: none"> Curator should continue to attend regular departmental meetings and be aware of wider University strategies 	Ongoing	Curator and Assistant Curator if appointed	Museum Services recognised within department and within the University as a whole

Museum Services should make a significant contribution to the development of the University's new Cultural Strategy and the collaboration of cultural services and activities across the campuses	<ul style="list-style-type: none"> Curator should attend meetings of the Culture & Arts committee and play an active part in relevant discussions 	Strategy to be written in 2017-18	Curator	Successful contribution to Cultural Strategy
The Curator should seek to develop collaborations with other departments and external organisations at local, national and international levels	<ul style="list-style-type: none"> Continue links with DJCAD, Humanities, External Relations and others, and develop other internal links as appropriate Continue links with other cultural providers in Dundee, other university museums and related organisations, and develop new links as appropriate Use D'Arcy Thompson collections to develop new national and international links 	Ongoing	Curator, departmental curators and Assistant Curator if appointed	Links developed; partnership projects initiated
The Curator should continue to play an active role in relevant organisations such as the Tayside Museums Forum and University Museums in Scotland (UMIS)	<ul style="list-style-type: none"> Continue active roles in these organisations 	Ongoing	Curator	Roles maintained
Museum Services should be environmentally conscious in its activities and seek to minimise its carbon footprint wherever possible	<ul style="list-style-type: none"> Maintain and implement environmental sustainability policy 	Ongoing	Curator, volunteers, departmental curators and Assistant Curator if appointed	Carbon emissions kept to minimum
The University should be encouraged to improve the facilities available for displaying the Collections, the long-term goal being to have a dedicated museum space for permanent public access.	<ul style="list-style-type: none"> Exploit opportunities for improvements as appropriate Continue discussions with senior management around proposal for permanent display space 	Ongoing	Curator and University Archivist	Any opportunities taken advantage of
Storage facilities should be kept to a standard that allows access to the Collections by researchers and other visitors	<ul style="list-style-type: none"> Continue to use classroom in Hawkhill House for use of researchers Maintain stores in accordance with Care & Conservation Policy 	Ongoing	Curator	Stores and classroom maintained
A varied programme of exhibitions should be created both on campus	<ul style="list-style-type: none"> Regular exhibitions staged in Tower Foyer & Lamb Galleries 	Ongoing	Curator, volunteers, departmental curators and	Exhibition programme maintained

and in external venues where possible	<ul style="list-style-type: none"> • Opportunities taken for displays elsewhere on campus and in external venues 		Assistant Curator if appointed	
Opportunities should be explored for improving the gallery spaces in the Tower Building, particularly the Foyer when remodelling and refurbishment takes place at some point over the next few years	<ul style="list-style-type: none"> • Curator to liaise with Estates & Buildings and External Relations regarding planned redevelopment of Tower Foyer 	Ongoing	Curator	Improvements in exhibition space if possible
The Curator should continue to exploit opportunities for loans of objects to other museums and exhibition venues	<ul style="list-style-type: none"> • Deal with all loan requests promptly and agree where relevant conditions met • Directly encourage loan requests where possible 	Ongoing	Curator	Multiple loans to other venues
The Museum Services website should be maintained and developed, the aim being to provide information on every collection and an online presence of each new exhibition	<ul style="list-style-type: none"> • Add new pages on exhibitions and collections as appropriate • Make other changes as required 	Ongoing	Curator	Website maintained and up-to-date
A wide range of interpretation methods should be employed to enable the public to engage with the collections, including use of new media and other technology	<ul style="list-style-type: none"> • Continue use of Facebook, Twitter, YouTube, Vimeo and Sketchfab • Investigate use of new digital platforms as appropriate • Develop additional interpretation for exhibitions as appropriate (handouts, curator's tours) • Continue events programme in Zoology Museum and other venues 	Ongoing	Curator, volunteers, departmental curators and Assistant Curator if appointed	Variety of interpretation methods implemented
Staff time should continue to be given to answering enquiries from staff, students and members of the public	<ul style="list-style-type: none"> • All enquiries dealt with within two weeks of receipt 	Ongoing	Curator, departmental curators and Assistant Curator if appointed	Enquiries dealt with
The use of the Collections in teaching and research should continue to be promoted and developed as resources allow	<ul style="list-style-type: none"> • Continue and develop links with academic schools • Aim to reinstate Assistant Curator post to create new learning and teaching opportunities and engage directly with students • Promote research potential of collection 	Ongoing	Curator, departmental curators and Assistant Curator if appointed	Range of teaching and research use of collections maintained and extended if possible

Opportunities for Museum Services to aid academic schools with REF impact should be taken as resources allow	<ul style="list-style-type: none"> Continue and develop links with academic schools Submit data to academic schools for REF as required 	Ongoing	Curator	Successful REF applications involving Museum Services
The Curator should also seek to carry out personal research into the Collections, as time allows	<ul style="list-style-type: none"> Continue to work on research into history of art in Dundee and history/influence of D'Arcy Thompson Improve knowledge of other collections as opportunities arise 	Ongoing	Curator	Knowledge of collections extended; various examples of research published
Engagement activities with primary and secondary schools should be reinstated if resources allow, with the key aim of supporting the Scottish Funding Council's widening access agenda	<ul style="list-style-type: none"> Aim to reinstate Assistant Curator post to manage schools engagement programme 	Ongoing	Assistant Curator if appointed	Schools service reinstated
Opportunities for publicising the Collections and user services should be exploited both within the University and further afield	<ul style="list-style-type: none"> Ensure range of publicity for all activities Look for opportunities for joint promotion Increase use of online publicity and explore new methods as appropriate 	Ongoing	Curator and volunteers	Increase public awareness of events and exhibitions
In its various public activities, Museum Services should act as an important link between 'town and gown' in Dundee	<ul style="list-style-type: none"> All events and exhibitions locally advertised Relevant activities targeted at local audiences Curator to continue links with Abertay Historical Society and community events such as WestFest Curator to give talks and tours to local societies and special interest groups 	Ongoing	Curator, volunteers and Assistant Curator if appointed	Good awareness within Dundee of role of University Museum Services leading to increased participation in events and more positive public attitude to University as a whole
Museum Services should continue to participate in relevant festivals and promotional strategies such as Festival of Museums, Ignite Festival, Dundee Design Festival, Dundee Literary Festival, Dundee Science Festival and Doors Open Days	<ul style="list-style-type: none"> Ensure interesting and relevant events for these initiatives and others as appropriate 	Ongoing	Curator, volunteers, departmental curators and Assistant Curator if appointed	Participation in all relevant initiatives
Alan Woods Bequest: some unknown artists still be identified	<ul style="list-style-type: none"> Send 'Wanted' images to alumni etc as opportunities arise 	Ongoing	Curator	Identification of unknown artists
Artists' Book Collection Dundee: Identify new home for collection before University moves out of VRC. Aim for	<ul style="list-style-type: none"> Liaise with DJCAD and other staff 	Ongoing	Curator with departmental contacts and other DJCAD staff	Increased use of collections. Satisfactory new home found for collection.

increased use of collection by university and other researchers. Develop new exhibitions and commissions in collaboration with DJCAD. Promote the collection through events and activities.				
Design Chairs: Investigate potential for new acquisitions. Develop further teaching use.	<ul style="list-style-type: none"> Liaise with Design, Architecture and other staff 	Ongoing	Curator and DJCAD staff	Possible new acquisitions / more teaching use
DJCAD Collection: Aim to improve storage conditions, identify unknown artists, increase contact with alumni artists, improve cataloguing and add more to the website. Continue oral history project in collaboration with Archive Services	<ul style="list-style-type: none"> Send 'Wanted' images to alumni etc as opportunities arise Develop relationships with alumni artists Add further information to database as opportunities allow Liaise with DJCAD staff regarding storage conditions Interview former students and staff for oral history project Investigate cataloguing of video art collection 	Ongoing	Curator, volunteers and DJCAD departmental curator	Artists identified, information on collections improved, key additional artworks accessioned
Needlework Development Scheme Collection: Encourage further teaching and research use. Continue links with local interest groups and other institutions holding NDS collections.	<ul style="list-style-type: none"> Liaise with DJCAD staff and continue links with Embroiderers Guild and other Art Colleges 	Ongoing	Curator and DJCAD staff	Increased use of collection
SAC Bequest: Identify new home for collection before University moves out of VRC. Aim for increased teaching and research use of collection.	<ul style="list-style-type: none"> Liaise with DJCAD staff 	Ongoing	Curator and DJCAD staff	Satisfactory new home found for collection. Increased use of collection.
VRC Collection: Identify new home for collection before University moves out of VRC.	<ul style="list-style-type: none"> Liaise with DJCAD staff 	Ongoing	Curator and DJCAD staff	Satisfactory new home found for collection.
Dental School Collections: Develop teaching and research use.	<ul style="list-style-type: none"> Liaise with relevant academic staff 	Ongoing	Curator	Increased use of collection
Comics Art Collection: Develop collection and its use in teaching, research and display.	<ul style="list-style-type: none"> Liaise with English and DJCAD staff Continue to create comics-based exhibitions 	Ongoing	Curator, English and DJCAD staff	Collection developed and use increased
Herbarium Collection: Photograph collection. Encourage research use.	<ul style="list-style-type: none"> Continue photography of specimens 	Currently being done by volunteer –	Volunteer and Curator	Database updated with photographs. Information on additions sent to relevant bodies.

	<ul style="list-style-type: none"> Ensure interested bodies (eg Dundee Naturalists Society) are aware of the collection 	should be completed in 2018		
Life Sciences Art Collection: Create inventory and catalogue relevant works	<ul style="list-style-type: none"> Liaise with Life Sciences and LifeSpace staff 	Inventory to be completed by end of 2017	Curator, volunteer and Life Sciences / LifeSpace staff	Artworks catalogued
Zoology Collection: Continue to research collection and develop its use in interdisciplinary teaching and research. Continue to develop public access to the Zoology Museum through events and open days.	<ul style="list-style-type: none"> Continue research on D'Arcy Thompson Continue and develop teaching use from various schools Continue and develop public events programme in the Zoology Museum Increase awareness of museum through targeted marketing 	Ongoing	Curator, departmental curators, volunteers and Assistant Curator if appointed	Increased knowledge of the collection and its history. Regular use of the collection by a range of university courses. Active and popular events programme. Increased visitor numbers.
Zoology Art Collection: Continue to develop and exhibit.	<ul style="list-style-type: none"> Make targeted additions to the collection Encourage more artists to use zoology collection. Display works acquired in the museum and in separate exhibitions. Look for venues for touring exhibition Liaise with curator of LifeSpace 	Specific activities intended for On Growth and Form centenary in 2017. Long-term development of the collection ongoing.	Curator, volunteers and curator of LifeSpace	Significant additions made to collection. Increased use of zoology collection by artists. Exhibition shown in other venues.
Pathology Collection: Create website for the collection. Develop teaching and research use.	<ul style="list-style-type: none"> Create webpage(s) on Museum Services site Liaise with relevant academic staff 	Webpage(s) to be created in 2017. Long-term development ongoing.	Curator and volunteers	Webpage(s) live. Increased use of collection.
Tayside Medical History Museum: Update permanent display as required, and develop public activities based on this as resources allow. Increase awareness of the museum through further publicity. Continue involvement with Scotland & Medicine project.	<ul style="list-style-type: none"> Permanent display to be updated according to Medical staff/student requirements and significant new acquisitions Continue and develop events programme Promote museum through leaflet and poster distribution Continue to attend Scotland & Medicine meetings 	Publicity materials distributed in 2017. Other developments ongoing	Curator, departmental curator and volunteers.	Display updated. Events programme developed. Publicity sent out.
Fine Art Collection / Nicoll Collection: Continue conservation programme for the collection. Continue exhibition programme and encourage loan of works to other galleries.	<ul style="list-style-type: none"> Employ conservators to undertake treatment on key works as funds allow. Continue and develop art exhibition programme. Add to ArtUK website 	First set of additions to ArtUK website made before end of 2017. Other actions ongoing.	Curator and volunteers.	Artworks conserved. Exhibition programme developed. Additions to ArtUK website made. Increased awareness should lead to greater number of research enquiries and loan requests.
Chaplaincy Collection: Photograph for reference and website.	<ul style="list-style-type: none"> Possible student or volunteer project. 	When student/volunteer identified	Volunteer	Collection photographed and webpage created.

Maggie's Centre Collection: Continue to liaise with Maggie's Centre staff to ensure catalogue up-to-date.	<ul style="list-style-type: none"> • Liaise with Maggie's Centre staff. • Catalogue any new acquisitions. 	Ongoing	Curator	Catalogue kept up-to-date.
Silver Collection: Potential for website.	<ul style="list-style-type: none"> • Possible student or volunteer project to photograph collection and add to website. 	When student/volunteer identified	Volunteer	Webpage for collection created.