GRADUATES’ COUNCIL
ANNUAL MEETING

A meeting of the Graduates Council was held on 26 April 2014.

Chair: Professor Pete Downes, Principal

Present: 35 graduates

In Attendance: Convener of Graduates’ Council Business Committee; University Secretary; Alumni Relations Officer; and Policy Officer (Corporate Governance).

Apologies: Dr J Smith.

The Convener welcomed those present to the Annual Meeting of the Graduates’ Council. In doing so he thanked Ms Trudy Cunningham for leading the campus tour which preceded the meeting.

1. MINUTES

The Graduates’ Council decided: to approve the minutes of the meeting on 20 April 2013.

2. PRINCIPAL’S REPORT

The Principal presented his annual report to the Graduates’ Council (Appendix 1). In doing so he highlighted progress made toward the University Vision since its launch.

The Principal went on to outline the financial challenges that the University was facing, and the approach agreed by the University Court to address them. The Principal told those present that there was a need to improve the sustainability of key activities, and that the scale of the required improvement in productivity would only be met through a multilateral approach which targeted not only margin-generating income growth, investment and efficiency gains, but also cost reductions. Those present noted that a break-even position was forecast for 2013/14, but that initial projections for 2014/15 were for a deficit budget. In response to questions the Principal outlined a number of factors which were significant in leading the University to the current forecast including: increased National Insurance costs, National Pay Award increases, incremental drift and likely increases in pension costs. He also highlighted the strategic processes being considered by the Court to reduce costs and strengthen the University’s position. Those present noted that the Court had, at its meeting on 22 April 2014, approved a reduction in the academic staff profile of the University by 80-120 staff and that it was hoped that significant reductions could be achieved via the Voluntary Severance Scheme launched earlier in the year.

The Principal also highlighted achievements in Learning & Teaching including; the coordination of student experience enhancing activities by the new Vice-Principal for Learning & Teaching, the recent positive Enhancement Led Institutional Review (ELIR), the signing of the first Student Partnership Agreement by the University and
Dundee University Student’s Association, and awards to current students over the last twelve months. Those present also noted that the University had been notified that its performance in the Times Higher Student Experience Survey would improve from last year’s 8th position.

In his report, the Principal also provided an update on governance matters including: the introduction of the Scottish Code of Good Higher Education Governance, an update on the Post-16 Education (Scotland) Bill, and changes to the University’s Charter and Statutes.

The Principal concluded his report by highlighting another record year for research funding awards to the University in 2012/13 and providing details of a selection of awards in 2013/14 which underlined the breadth and strength of the University’s research portfolio.

In response to questions regarding the University’s ability to generate external income from its global connections and resources the Principal told those present that the University was geared toward capitalising on its strong international reputation but that some areas were performing better than others in this respect. The University needed to do more to increase margin-generating income – with unregulated undergraduate student recruitment markets, including overseas and Rest of UK (RUK), being essential areas for improvement. Those present highlighted the strength of support for the University from its graduates at a difficult time and the opportunity to draw on the experience and knowledge of the graduate body in addressing the challenges faced.

The Graduates’ Council decided: to note the report.

3. **ANNUAL FINANCIAL STATEMENT**

Copies of the audited accounts for 2012-13 were provided.

The Graduates’ Council decided: to note the accounts.

4. **ALUMNI RELATIONS STRATEGY**

The Alumni Relations Officer, Mr Gavin Rennie, introduced the new Alumni Relations Strategy (Appendix 2). In doing so Mr Rennie told those present that the strategy built upon the Graduates’ Council Business Committee strategy paper presented at the last Annual Meeting, and that Business Committee members had worked closely with Alumni Relations in developing and finalising the strategy presented. The Convener highlighted the willingness of the University, especially Alumni Relations, to work in partnership with the Business Committee in this regard.

Mr Rennie also highlighted his role at the University, in particular his focus on engaging with graduates to improve the University’s understanding of what they wanted and/or needed from the services that Alumni Relations could provide. Mr Rennie encouraged all graduate members to contact him in this regard.

Turning to the strategy, Mr Rennie highlighted key strategic aims within the document, the Alumni Relations Toolset and Communications tools, and planning
for the 50th Anniversary in 2017. Those present noted that Alumni Relations aimed to create an environment where a global graduate network could thrive for mutual benefit, and that this would be supported by an active alumni event programme and a new online tool for graduates. Mr Rennie also highlighted the positive engagement between Alumni Relations and the Dundee University Students’ Association (DUSA).

The Graduates’ Council decided: to note strategy.

5. BUSINESS COMMITTEE

Printed copies of the Convener’s report (Appendix 3) were circulated to members attending the annual meeting. The Convener started by offering his thanks to Dr Jim Smith (Co-opted member of the Graduates’ Council Business Committee), who was stepping down from membership of the Business Committee after many years of service. Dr Smith had, he said, been a source of tremendous support, in particular in his work in relation to the Graduates’ Council Fund. The Convener also noted and thanked Mr David Gauld for his great commitment in serving on the Business Committee on two separate occasions. Those present noted that Mrs Vivienne White had resigned from Business Committee membership during the year, and that Mr Ariel Seliman had been co-opted to serve on the Business Committee for a period of two years from 18 May 2013 in accordance with Regulation 10(d) and 11(2). The Convener thanked the continuing members of the Business Committee for their hard work and commitment over the last 12 months.

In introducing his report, the Convener thanked Ms Leanne Wallace for her support over the last year in terms of the Business Committee’s activities at graduation ceremonies, Mrs Elaine Mallows for the additional support provided to ensure the smooth running of the Annual Meeting events, and the Policy Officer (Corporate Governance) for supporting the Business Committee throughout the year.

In his report, the Convener highlighted the business considered at the meetings of the Graduates’ Council Business Committee during the last year, representation at graduation ceremonies, and engagement statistics for the Graduates’ Council Facebook page. He also highlighted a number of events that he had attended during the year in his capacity as the Convener of the Business Committee, including the annual Discovery Day lecture series which he encouraged graduates to attend in future years.

The Graduates’ Council decided: (i) to note the thanks of the Convener to Dr Jim Smith, Mr David Gauld and the Assessors on Court; (ii) to note the co-option of Mr Ariel Seliman to the Graduates’ Council Business Committee for a period of two years from 18 May 2013; and (iii) otherwise to note the report
6. **GRADUATES’ COUNCIL ASSESSORS ON COURT**

(1) **Assessors Report**

A report was provided by Dr William Boyd as one of the two Graduates’ Council Assessors on Court (Appendix 4). Dr Boyd confirmed that the Assessors had participated in the affairs of the Court through attendance of Court meetings, membership of the Finance & Policy, Human Resources, and Governance & Nominations Committees. He told those present that it was an honour to have been elected to serve on the Court and that he had found his first year of office to be rewarding.

In his report, Dr Boyd highlighted progress with regard to proposed changes to the process for the identification of Graduates’ Council Assessors on Court. It was noted that concern had been expressed at the Graduates’ Council meeting in 2013 with regard to the low level of engagement with the election process for Graduates’ Council Assessors on Court, and that members had at that meeting approved a proposal that the Business Committee consult with the Governance & Nominations Committee of Court on the most effective means of ensuring that the graduate community was appropriately represented on the Court. In the interest of ensuring good governance practice the Graduates’ Council Business Committee, supported by the University’s Governance & Nominations Committee, subsequently recommended to the Court that the current election process be replaced with an advertisement and selection process analogous to, but distinct from, the appointment process for lay membership of the Court. The proposed changes to the Charter, Statutes, Ordinances & Regulations (as set out in Minute 6 below) were approved by the Court on 9 December 2013 and Dr Boyd told those present that at the time of the meeting they were subject to formal approval by the Privy Council.

Dr Boyd also highlighted the Court’s on-going commitment to the University Vision and the debate at Court as to how this might be achieved.

Lastly, Dr Boyd highlighted the University’s current financial forecast for 2014/15 and projections for the next three academic years. In doing so he drew attention to the volatile external financial environment in which the University was operating. While there were, he said, different views on how this could be addressed, it was important that the severity of the immediate situation not be underestimated and that early action be taken to safeguard the University’s financial position.

The Graduates’ Council decided: to note the report

(2) **Assessor Vacancy 2015**

The Graduates’ Council decided: to note that a vacancy in the role of Graduates’ Council Assessor on Court would arise on 1 August 2015, and that the closing date for the receipt of CVs and Personal Statements in relation to the vacancy was 30 November 2014.
7. **GOVERNANCE**

The Policy Officer (Corporate Governance) provided a paper outlining changes proposed to the Charter, Statute, Ordinances and Regulations which related to the Graduates’ Council along with a summary of the history of the changes.

**The Graduates’ Council decided:** to note the summary of proposed changes to Charter, Statute, Ordinances and Regulations relating to the Graduates’ Council as approved by the Court and currently pending Privy Council Approval (*Appendix 5*).

8. **GRADUATES’ COUNCIL FUND**

(1) **Report on disbursements and proposal for future awards**

The Convener of the Board of Directors reported that there was a total of £7,944.37 available for disbursements from the Fund. Over the last year, no requests for funding had been received and those present noted that it had proved challenging to stimulate applications. Noting that the funds should be being used for the benefit of the students, members were supportive of a proposal that the Business Committee engage with existing structures within DUSA and the Sports Union to facilitate a new approach to the distribution of the funds that nevertheless met the overarching objectives for which they had been raised. The Convener told those present that the Business Committee would consider the proposal in full at its next meeting, with a view to implementing a new approach in time for the 2014/15 academic year.

**The Graduates’ Council decided:** to note the report

(2) **Membership of the Board of Directors**

The Convener of the Board of Directors reported that Vice-Convener, Mr Steven Blane, had been nominated to continue as a member of the Graduates’ Council Fund Board of Directors alongside the Convener and the University Secretary.

**The Graduates’ Council decided:** to note the composition of the Board.

9. **MEMBERS OF THE GRADUATES’ COUNCIL BUSINESS COMMITTEE**

It was confirmed that Mr Keith Winter had been re-elected as the Convener of the Graduates’ Council Business Committee from the date of the Annual Meeting 2014, for a period of one year.

It was also confirmed that the period of office of Ms Vivienne White and Mr David Gauld as elected members of the Graduates’ Council Business Committee had expired. As such, nominations for candidates to fill two vacancies for the normal four-year period had been invited, with 4 nominations received in advance and no candidates choosing to stand for election on the day. The candidates were as follows:
Mr Fahd Ali Asif MA (Hons) Business Economics (2011)
Mr Chris Browne English Law LLB (2010)
Mr Barry Nichol Law (LLB Hons) (1997)
Mr Ian Rogers PG Med Education (2010)

61 votes were returned as follows: Mr Fahd Ali Asif 8, Mr Chris Browne 15, Mr Barry Nichol 25, Mr Ian Rogers 13. There were no spoilt voting papers. As a result, Mr Nichol and Mr Browne were duly elected to serve for a period of four years until the Annual Meeting 2018.

In response to a question the Convener confirmed that attendance by members of the Business Committee at its meetings had been high throughout the year, and that the University provided appropriate hospitality, including lunch, when hosting Business Committee meetings.

The Graduates’ Council decided:  
(i) to note the election of Mr Winter as Business Committee Convener;  
(ii) to note the expiry of the term of office of Dr Jim Smith, Mr David Gauld and Ms Vivienne White; and  
(iii) to note the election of Mr Nichol and Mr Browne to the Business Committee.

10. HONORARY DEGREES COMMITTEE

It was proposed and seconded that Mr Gavin Dobson serve as the Graduates’ Council representative on the Honorary Degrees Committee. Mr Dobson outlined to those present the criteria and process for selection of Honorary Degree recipients and asked members of the Graduates’ Council to contact him with suggestions.

The Graduates’ Council decided:  to note that Mr Dobson would serve as the Graduates’ Council representative on the Honorary Degrees Committee.

11. DATE OF NEXT MEETING

In response to questions the Principal told those present that the University greatly valued the engagement with its graduates achieved through the Graduates’ Council. Those present suggested that future Annual Meetings should be made more accessible to those unable to attend the meeting in Dundee through the use of PodCasts and Streaming of the meeting events and the Principal highlighted the plan to improve both internal and external communications over the coming year.

Those present also highlighted the benefit of holding more regular alumni events throughout the year to build the engagement of the graduate body, culminating in the annual meeting. The Alumni Relations Officer outlined a number of such events coming up as part of the new Alumni Relations Strategy.

The Graduates’ Council decided:  (i) to note that the date of the 2015 Annual Meeting would be promoted to
graduates as soon as it was confirmed; and

(ii) to ask the Alumni Relations Officer to support the Business Committee in the development of alternate opportunities to engage graduates with the annual meeting that would meet the broader needs of the alumni body.
APPENDIX 1

PRINCIPAL’S REPORT

Introduction

In establishing the Graduates’ Council, the University’s Royal Charter recognized the importance of alumni to the working of the institution. This is a value which remains close to the heart of the University, and elsewhere in the agenda the Alumni Development team will outline their strategy for improving the University’s relationship with its alumni – a strategy that has been shaped with the input of the Graduates’ Council Business Committee, and which aims to serve our graduates as well as supporting the University in achieving its transformation agenda. It is with this in mind that I am proud to fulfill my statutory duty to provide an annual report on the working of the University during the past year.

Vision

My report last year focused on the launch of a new ambitious vision for the University that would shape our thinking and activities over the years to come. With the goal of becoming Scotland’s leading University, celebrated internationally for the quality of our graduates and the impact of our research, and a core purpose to transform lives, locally and globally through the creation, sharing, and application of knowledge, we have over the last 12 months been laying the foundations upon which the transformation of the institution will be built.

One year into the transformation agenda I embarked upon a series of meetings with staff across the University to discuss progress, attitudes and challenges in meeting the goals we have set for ourselves and I have been impressed by the sense of momentum which the agenda has gained and the degree to which its core messages are being translated into the actions and aspirations of our staff.

In terms of our defined purpose of transforming lives we can already point to the quality of our student experience, where our students voted us number one in Scotland, to the employability of our graduates, and to learning and teaching initiatives designed to prepare our students for life-long learning. We can also look at the inspirational quality of our research, its impact on society and the way in which we work across disciplines to tackle global problems. Perhaps though it is how we have started to shape our approach and act upon the five core values of the vision that demonstrate most clearly that the vision is being embraced, and I would like to take this opportunity to highlight some of these activities and achievements to graduates present today.

- Valuing people – over the summer of 2013 we initiated a staff survey and have acted rigorously on the themes which emerged from the response, a new management & leadership programme has been rolled out, and our performance management scheme (Objective Setting and Review) and promotion criteria for academic staff have been updated.

- Working together – significant changes have been made to our IT support to create a single IT function, interdisciplinary themes are now heavily embedded within our outcome agreements with the Scottish Funding Council, and we have strengthened existing external partnerships while pursuing new and exciting collaborations.

- Integrity – our 5 Million Questions programme of events relating to the Scottish Referendum on Independence on 18 September 2014 has seen many high profile speakers attracted to Dundee, while our alignment with the Scottish Code of Good HE Governance demonstrates our commitment to good governance.

- Making a difference – those of you who have toured the campus recently will have noted the near completion of the new Centre for Translational and Interdisciplinary Research, while at the Ninewells Campus we have invested significantly in our estate and in Medical Informatics to cement our leading position in this field. Our Centre for Anatomy and Human Identification was awarded the prestigious Queens Anniversary Award - which is amongst the most highly regarded awards for UK Universities and Colleges, and we have also made great strides in attracting students to the additional widening access places awarded to the University as part of our Outcome Agreement with the Scottish Funding Council (SFC).

- Excellence – A significant driver for the vision is our commitment to excellence in Learning & Teaching, Research and Wider Impact. Each of these three areas is driven at Vice-Principal level and our commitment is clearly illustrated in the detailed examples provided in the latter sections of my report - and in the case of wider impact through the appointment of a Deputy Principal for Public Engagement.
Our core values, student experience, and academic provision remain at the heart of our approach and in the changing higher education sector market these elements of the institution’s reputation are more important than ever. There is however a financial aspect to the transformation and we face significant financial challenges both in terms of achieving the transformation and also addressing acute external funding pressures to ensure the future sustainability of the institution. With the core Scottish Funding Council (SFC) teaching grant income essentially fixed and external sources of unregulated funding largely static or declining, the University has had to manage demands to improve efficiency year on year and there is no doubt that the academic productivity of the institution must be addressed as a matter of urgency.

We have a strong history of generating external funding for research, but research funding has always carried with it uncertainties and few research funding awards meet their full economic cost (FEC) to support the indirect and infrastructure costs of the work undertaken. This has emphasized the importance of unregulated teaching income from overseas student recruitment, short course provision, taught postgraduate programmes, Continuing Professional Education (CPE) and the relatively new but highly competitive Rest of UK (RUK) undergraduate student market.

As a University we invested in the recruitment of research leaders of the highest calibre to key areas ahead of the Research Excellence Framework exercise and in student recruitment, marketing functions and internationalisation to maximize unregulated income opportunities. There is however a need for us to improve the sustainability of our key activities, and it is evident that the scale of the required improvement in productivity will only be met through a multilateral approach which targets not only margin-generating income growth, investment and efficiency gains, but also cost reductions. For this reason, as many of you will be aware from media publications, the University Court is at present discussing proposals to reduce the University’s academic staff levels, with consultations being undertaken as appropriate in this respect.

Learning & Teaching

It has been a significant year for Learning & Teaching at the University of Dundee, with the arrival of the new Vice-Principal for Learning & Teaching, Professor Karl Leydecker, heralding a step change in our approach to this vital agenda - providing focus to our efforts to further improve the student experience and to redevelop the criteria for promotion on the basis of Learning & Teaching activities to emphasise the importance of this activity and reward staff for excellence in this area.

Noticeably, we have invested in the development of our library facilities on the city and Ninewells campuses, while our excellent outcome in the Quality Assurance Agency (QAA) Scotland Enhancement Led Institutional Review (ELIR) not only highlighted our effective arrangements for managing academic standards and ensuring the quality of the provision and learning experience, but also our engagement with student representation and strong relationship with DUSA.

Other Learning & Teaching highlights include the development of an action plan to deliver the Learning & Teaching Strategy and the signing in December of the University’s first Student Partnership Agreement by myself and the President of DUSA - a key development in the University’s relationship with its students. The Partnership Agreement sets out key concepts and principles that define student engagement and representation at the University as well as detailing annual priorities agreed between the University and DUSA which align with both the DUSA manifesto and University operational plans.

The University also continued to acknowledge the value of high quality teaching as part of its mission and strategy with a suite of awards at College and institutional level which recognise and reward excellent teaching. The awards at institutional level comprise: one to recognise excellence in inclusive practice and another to recognise excellence in sustained contribution to teaching at the University of Dundee. Information on these awards can be found at http://www.dundee.ac.uk/library/teaching/awards/

Since his arrival Professor Leydecker has also assumed responsibility for the wider student experience agenda, establishing a Student Experience Operational Group which encourages further sharing of best practice and coordination of support activities across the institution. Our continued success in the Times Higher Student Experience Survey confirms that these efforts to improve the student experience have been appreciated by our students and we hope to improve further upon our national and international league table positioning with this renewed and coordinated approach.

I would like to finish this section of my report by highlighting just a few of the impressive achievements of our students over the last 12 months. Further details on all of these awards and prizes can be found from our press office website http://www.dundee.ac.uk/main/news/, and for me these examples outline the excellent standard of our future Graduates’ Council members.
• A team of students from the University of Dundee were crowned European champions in a prestigious international competition designed to advance science and education (iGEM (International Genetically Engineered Machine) European Jamboree) and subsequently went on to take two prizes at the World Final in Boston including Best Presentation and the ‘iGEMers Prize’, given to the project voted best by the students taking part.

• Final Year medical student Catriona Rother received a Young Scientist Award for her work on the impact of antibiotic resistance worldwide and its implications for pneumonia patients. The award was made by the European Respiratory Society at their annual congress in Barcelona.

• Maria Maclellan, a PhD student from Duncan of Jordanstone College of Art and Design (DJCAD), who has previously worked with Interpol to help identify victims of mass disasters by their jewellery, has won a prestigious six-month placement to be spent with the internationally renowned College of Policing.

• Pawel Grzyb, a graduate of the Duncan of Jordanstone College of Art & Design (DJCAD)graduate has won the prize for Best Undergraduate Factual film at the Royal Television Society Scotland's Student Television Awards.

• Two Interior Environmental Design students from Duncan of Jordanstone College of Art and Design (DJCAD) have been commissioned to create work for this summer’s Commonwealth Games in Glasgow. Craig Gilroy and Jordan Muir will create installations for the Athletes Village at the Glasgow 2014 Commonwealth Games.

• Two students and one graduate from Duncan of Jordanstone College of Art & Design were named winners of Creative Scotland Media Awards. Nuria Valedon, Jeppe R. Nielsen and Alan McIlrath picked up prizes at the Creative Loop Student Media Festival 2014.

Finance

You will note elsewhere on the agenda the Financial Statements for the University for 2012/13, and it is not my intention to repeat them here, nor to repeat my earlier outline of the funding landscape. The financial result for 2012/13 was however somewhat better than expected in my report to Graduates’ Council last year with a surplus of £3.1m on income of £226.6m. This was some way short of the target 6% return on income that we believe is required to provide sufficient funds to invest in academic excellence across the University and develop our infrastructure while also strengthening our balance sheet in order to absorb any financial shocks which might hit us in the future. However, it was nevertheless a significant achievement given external funding pressures.

For the current year we expect to be close to break-even having invested in a number of new academic posts ahead of the Research Excellence Framework. Despite the tightness of the budget and resulting challenge in progression toward the target return on income, the University remains very liquid having recently held £57m in cash and deposits. A significant part of these cash balances arise from research funding received in advance indicating the continuing strength of this part of our activity. Remarkably, given the difficult economic environment the University achieved another record year for research project funding from commercial and non-commercial sources in 2012/13. Over £143m of awards were recorded in the academic year to July 2013 including two significant infrastructural/core funding awards. As might be expected after two exceptional years, awards in the current academic year are behind those for the previous year at the same point, but the figures remain impressive.

2014/15 and beyond are set to be far more difficult financial years, with below inflation increases to SFC funding and a number of additional financial strains further highlighting the vital importance of the 6% surplus target. The University is taking action, including the implementation of a Voluntary Severance (VS) scheme for academic staff, investment in key areas and tight control over operational budgets, to ensure the financial security of the institution in this difficult environment.

Policy & Governance

The Scottish Code of Good HE Governance was formally launched in July 2013 and the University has taken steps to further align its governance practice to that recommended in the Code. At present it appears that the Cabinet Secretary remains interested in the possibility of introducing legislation for matters recommended by Ferdinand Von Prondzinsky’s report into Scottish HE Governance which could not be addressed by the Code.
The Scottish Funding Council also seems unclear as to what funding conditions it may attach to specific institutions regarding governance considerations. Both are factors which will require close monitoring and robust responses to ensure that the current position of Universities accountable autonomy is maintained as any erosion from this position would pose a risk to the reputation and status of the Scottish HE system.

I also mentioned in my last report the Post-16 Education (Scotland) Bill, and highlighted a number of areas of concern where the proposed provisions relating to good practice in governance and management had the potential to create extensive, open-ended and unspecific powers over universities, capable of threatening the autonomy of Scottish Universities. The Bill has now passed through Parliament, and I am pleased to report that the key amendments sought by the University Court and Universities Scotland alike were accepted and integrated into the Bill.

You will notice elsewhere on the agenda a paper outlining changes to the Charter, Statutes, Ordinances and regulations relating to the Graduates’ Council. These changes have arisen following consultation between the Graduates’ Council Business Committee and the Governance & Nominations Committee of the University Court that was instigated at the last annual meeting. While the changes are at present subject to the approval of the Privy Council, they represent an important step to safeguarding good governance at the University and I commend the Business Committee for their efforts in this respect.

**Research**

I would like to start this section of my report by highlighting another record year for research funding awards to the University in 2012/13. Some of the significant awards within the £143m total are included in Annex and included two significant infrastructural/core funding awards which together amounted to £35.9m.

A major research focus for the University in 2013/14 was our submission to the Research Excellence Framework (REF) 2014, the national system for assessing the quality of research in UK higher education institutions. While the outcomes of the exercise will not be known until December 2014, the strength of the University’s submission was evident both in our return of internationally excellent (3*) and world-leading (4*) research and in the quality and breadth of the impact cases returned to demonstrate the non-academic impact of our research including: the work of the Centre for Anatomy and Human Identification (CAHId); 3D-visualisation of the Costa Concordia salvage operation and Deepwater Horizon oil spill; concrete designed for weapons decommissioning; and satellite technology.

We continue to cement our position as an institution of international research excellence, with interdisciplinary collaboration at the heart of our approach. The new Centre for Interdisciplinary Research (CTIR) building described at the last meeting is nearing completion and will bring together scientists with expertise in biology, biophysics, computational biology, drug discovery and drug design to translate innovative research into unmet medical needs areas. The last 12 months has seen (amongst other research initiatives and collaborations) the development of the Farr Institute - a network of e-Health Informatics Research Centres to improve patient care and public health (in which the University was the lead for the Scottish Centre), the launch of the Offshore Renewables Institute in partnership with Robert Gordon and Aberdeen Universities, further partnership with NHS Tayside through the Tayside Academic Health Science Network, and the establishment of three new research centres within the School of Humanities: the Scottish Centre for Global History, Scottish Centre for Continental Philosophy, and Centre for Scottish Culture.

**Concluding Remarks**

I highlighted earlier in my report the competitive market for undergraduate student recruitment, and members may be interested to note the improved scholarship offers for students from the rest of UK (rUK) and our #testdrivedundee social media marketing campaign. These are important tools in the marketing of the University, but of equal importance is our reputation and standing with our graduates, and I hope that all of you here today are willing ambassadors of the University and have found my update on the achievements and work of the University useful in this respect.

Many of you have booked tickets for the Discovery Lecture which follows the annual meeting. I would like to remind graduates that the University runs a year-round programme of Public Engagement events including our Saturday Evening Lecture Series (SELS), annual Discovery Days Lectures in January, a Revealing Research Lecture Series, the 5 Million Questions programme and many more bespoke events. I would encourage members
to stay in touch with the University and participate in these fascinating events whenever they can through-out the year. There are also a number of other activities at the University which alumni can become involved in such as the mentoring of newer graduates and I hope that many of you will take the opportunity to engage in this and other on-going roles for our graduates.

Professor Pete Downes
University Principal and Vice-Chancellor
Research Awards

Working in collaboration with partners in academia and industry, the University has been successful in securing several prestigious projects for Dundee and Scotland since the last report to the Graduates’ Council. A few examples have been selected from each College which may be of interest to graduates as ambassadors of the University.

College of Art, Science and Engineering

- Professor Steve Parkes from the School of Computing has recently been awarded £256,515 from NERC under the Oceansat 2 and Harwell funding scheme to buy equipment to supplement the current activities of the satellite receiving station and its ongoing NERC supported imaging work. Professor Parkes was also awarded £479,940 from the European Space Agency (ESA) to carry out further work on the PANGU project which allows a simulated landing of a spacecraft on a planet surface taking into account any obstacles/boulders etc. that could cause damage to the equipment upon set down.

- Professor Rod Jones from the department of Civil Engineering has been awarded £833,333 of ERDF funding from the Scottish Government to allow the establishment of a Marine Renewables Test Centre for Materials and Foundations. The overall aim of the project is to develop the Centre as a fully functioning laboratory to support design, testing of concrete materials and geotechnical solutions for the marine renewable and offshore wind energy industry.

- The AHRC funded Design in Action initiative is a national KE programme being led by Professor Georgina Follet from DJCAD. Part of its strategy is to hold interactive 3 day innovation events, called “Chiasma” events, to engage with business opportunities identified through the university research base. Industry, designers and academics work together to build new thinking around complex problems. These Chisma events have stimulated a number of ideas including “MyStory” which uses Augmented Reality (AR) technology and the ubiquity of mobile devices to enable the products to interact with customers and “Scottish Woollen Duvets” which will focus on product design, prototype, smell, market testing, design of marketing name and brand development for authentic Scottish wool that can be trace from the farm it is produced at. To date the most successful idea being supported is probably Beer 52 which received £20,000 from Design in Action to improve its marketing focus and product offering.

College of Arts & Social Sciences

- Andrew Allan, from the Graduate School is the lead University of Dundee investigator in a multi-million dollar research programme being funded by the International Development Research Centre in Canada. The project is being led by the University of Southampton and is entitled “Deltic Environments, vulnerability and Climate Change: The role of Migration as an Adaptation and its policy implications” (DECCMA).

- Dr Benjamin Tatler from the School of Psychology has been awarded a grant of £144,477 by the Leverhulme Trust for his proposal “Learning and representing 3D environments from multiple 2D dynamic views”. The 36 month project will allow Dr Tatler to investigate the three types of understanding that underlie multiplex viewing. Learnt transitions between screens, learnt relationships between video contents, and 3D understanding of external space.

- Knowledge Transfer Partnership: Dr Ed Hall from the School of the Environment (Geography) with S&SE was awarded a Technology Strategy Board Knowledge Transfer Partnership (KTP) grant worth £171,604 for his proposal to Scottish & Southern Energy plc. which aims to identify, implement, evaluate and disseminate best practices to support communities in their preparation for and response to electricity supply disruption caused by environmental hazards and to mitigate vulnerability.

- Dr Zoe Colley from the School of Humanities (History) was been awarded £127,088 from the AHRC for her proposal entitled “Universities of the Revolution: Black Nationalism and the Prison from the Nation of Islam to the Black Panther Party”. The proposal examines African American prisoners and their role within the black power movement from the 1950s, when the National of Islam established prison mosques, through to the height of black power activism between 1966 and 1972. In doing so, this project emphasises both the politicing impact of incarceration and prisoners’ agency in challenging the strict racial order inside penal institutions.
College of Life Sciences

- The MRC awarded £24 million to Professor Dario Alessi and colleagues at the Protein Phosphorylation and Ubiquitylation Unit. This funding is to cover the cost of the Unit’s work into the understanding of human diseases such as cancer, Parkinson’s immune disorders and hypertension over the next 5 years.

- The Scottish Funding Council awarded £11.9m to Professor Mike Ferguson for the Centre for Translational and Interdisciplinary Research (CITR). The core aim of CITR is to break down barriers between scientific disciplines to facilitate innovative discovery and translation. The award will contribute to the new CITR facilities including a brand new High Throughput robotics and ‘distribution metabolism and pharmacokinetics’ (DMPK) facility to augment the Drug Discovery Unit and to translate basic science into therapeutic opportunities, the new research division of Computational Biology, Biophysics, Data Analysis and Software Development and a state-of-the-art Quantitative Proteomics and proteomic data analytics facility.

- The Drug Discovery Unit in the College of Life Sciences received $2.8 million from Bill and Melinda Gates Foundation to compile diverse screening libraries for phenotypic screening of diverse pathogens. The proposed work will also support compound logistics activities required to validate hits emerging from the 25 DDU supported screens.

- Dr Miratul Muqit at the Medical Research Council Protein Phosphorylation and Ubiquitylation Unit (MRC-PPU) was awarded a Wellcome Trust Senior Research Fellowship in Clinical Science worth almost £1.9 million to undertake research over the next 5 years that may lead to new ideas on how to diagnose and treat Parkinson’s disease. Miratul is currently the only Clinician in Scotland to hold a Wellcome Trust Senior Research Fellowship in Clinical Science.

College of Medicine, Dentistry & Nursing

- A team of researchers led by Professor Mary Renfrew in Nursing has been awarded a £3m grant from the Scottish Funding Council for the Scottish Improvement Science Collaborating Centre (SISCC). This project is led by the University of Dundee and NHS Tayside, and brings together researchers, NHS staff, policy makers, educators, and the third sector from across Scotland to find out how to improve outcomes through implementing change at scale.

- Dr IS Mackenzie, Professor A Struthers and Professor Tom Macdonald, all in the Division of Cardiovascular and Diabetes Medicine have been awarded a grant of £1.4m from the NHS – NIHR for research into Allopurinol and Cardiovascular Outcomes in Patients with Ischaemic Heart Disease. The award is joint with Robertson Centre for Biostatistics, Nottingham and University College London.

- Dr P Prentice in the Division of Imaging and Technology has been awarded £1.3m from the EU - ERC Ideas programme for his Starting Investigator Award project proposal “TheraCav: Harnessing Cavitation for Therapy”. This grant will allow him to develop a research team to further his existing research work on sonoporation, using microbubbles to deliver therapeutic drugs to targeted areas in the body.

- Professor Andreas Melzer in the Division of Imaging and Technology was awarded two recent EU Co-operation Project awards. The total value of project funding is circa €3,000,000 per project and the total University of Dundee share is over £1,200,000 for the two projects. FUTURA aims to create an innovative multi-robotic platform for non-invasive interventions. The project addresses the specific issues necessary for a concrete and effective transfer of robotic technologies into operating rooms. TRANS-FUSIMO aims to develop a system for MRI-guided Focused Ultrasound Surgery capable of dealing with moving abdominal organ.
APPENDIX 2

ALUMNI RELATIONS
STRATEGIC PLAN 2014-17

Document Information

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REVISION HISTORY

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Foreword
This strategy document has been developed in conjunction with and is supported by the Graduates’ Council Business Committee. It has been reviewed and endorsed by Jim McGeorge, University Secretary and by Keith Winter, Convener Graduates’ Council Business Committee.

Vision - “A University for Life”

The University’s Transformation vision is “to transform lives locally and globally through the creation, sharing and application of knowledge... our goal is to become Scotland’s leading University celebrated internationally for the quality of our graduates and the impact of our research.”

We intend to Transform what it means to be a member of the University’s alumni community – membership will begin with that very first visit as a prospective student and will endure throughout life into retirement.

We propose it will be second nature, part of our culture, to form communities of people, undergraduates, graduates, post-graduates, staff and ex-staff and their families that are engaged, connected and proud to be part of the University of Dundee throughout their lives - “A University for Life”.

The Challenge

In a typical year 19,000 matriculate and 4,000 graduate, 300 join the University staff and 300 leave or retire. Our contact database contains 50,000 alumni records of UK residents and a further 10,000 living overseas. (Staff and ex-staff records are patchy at best). By any standards these are significant numbers of people, representing a lifelong resource for the University of Dundee as well as for each other.

Effective and imaginative Alumni Relations activity will:

- enable the University to stay connected to our ever increasing population of alumni
- contribute to the wider purpose of the University; namely to:
  - “transform lives...locally and globally through the creation, sharing and application of knowledge”
- contribute towards the big goal to “become Scotland’s leading University”

Our current structure

Sub-aim 5.1 of the Wider Impact section of the University strategy addresses the need to support wider impact activities by the creation of a supporting infrastructure, specifically developing an excellent system of alumni development support. To address this, a new Alumni Relations Officer post (ARO) has been established within the Alumni & Development team. The team structure is attached as annex a.

The Head of Alumni Relations & Development Services is supported by the ARO, Development Services Manager, Database Assistant and System Support Officer. These positions maintain the University database, annual giving programme and online services available to the alumni community. This work feeds into the work of the Development team and the donor pipeline, with prospects being identified, researched and profiled for Development colleagues.

The primary role of the ARO is to foster, build and maintain relationships with the University’s alumni, encouraging engagement from an early stage. These relationships are key, assisting fundraising, student recruitment and reputation enhancement.

Why is Alumni Relations Important?

It underpins the core values of the University, effective, imaginative and excellent alumni relations will demonstrate the University does value people and wants to work together to make a difference.

Our wider alumni community and their families will, throughout their relationship with the University of Dundee, be ambassadors, mentors, facilitators, donors and (through their own families) future recruits to the student ranks. They will contribute to the University’s goal of becoming Scotland’s leading University and will in turn benefit from that transformed reputation.
We want to transform what it means to be an alumnus, so that staying involved with the University becomes the norm. To create a genuine sense of “University for Life” the relationship between institution and the broad alumni community needs to be symbiotic. The Alumni Relations function within the University can provide the ‘One University’ infrastructure to achieve this aim. ‘One University’ is where staff across the institution can view the complete life-cycle of the ‘University for Life’ relationship at the individual or group level. ‘One University’ is where no matter how or where an individual alumnus/alumna interacts with the University the rest of the institution is aware of the type and nature of the interaction – whether it is updating their contact details; completing a survey; telling us of their employment details; attending an event on campus or in the city or a reunion overseas.

This paper describes the tools Alumni Relations has at its disposal, what works well within departments and what needs to change to move towards the vision set out above. Rather like the University’s big goal, this is a long term vision. This will take time as we need to start with current students, on the one hand, while continuing to build positive relations with alumni and ex-staff and their families, locally and internationally.

A key resource in the delivery of this strategy is the Graduates’ Council Business Committee (structure attached as annex b) who act in an advisory capacity to the Alumni and Development office as they take forward the Transformation vision of the University. The Association’s members can help transform the relationship with our alumni by providing support and resources in a number of areas:

- alumni contact and support
- career development
- student recruitment
- facilitating business and professional relationships both in the UK and internationally
- volunteering and fundraising

**Our Strategic Aims**

Aim 1: Create an environment in which a ‘University for Life’ can become a reality for all students, alumni, staff and ex-staff (our widened definition of ‘alumni’)

Aim 2: Through this strategy support the University’s aim of becoming Scotland’s leading university

Aim 3: Create a ‘One University’ infrastructure to enable the effective management of all aspects of our relationship with our alumni

Aim 4: Encourage widespread usage of existing toolset and communications tools

Aim 5: Develop widespread usage of existing toolset and communications tools

Aim 6: Devise an attractive alumni event programme

Aim 7: Support Schools in organising reunions and other alumni focused activities

Aim 8: Align the joint efforts of the Graduates’ Council and the Alumni Relations Office for the benefit of the University and our global alumni network

Aim 9: Work closely with DUSA to foster good student relations and raise awareness of University for Life

Aim 10: Utilise social media and relevant technology for the benefit of alumni, recognising the need to adapt to the latest trends

Aim 11: Upgrade and refresh Dundee Reunited, making it a more powerful communications and collaboration tool

Aim 12: At all times and communications to be mindful of the University’s core values
Implications for the Colleges, Schools and Support Functions

Delivery of this strategy cannot be achieved by an individual ARO but can be achieved by harnessing resources and creativity across the University. Each College and School must be prepared to allocate resources – both staff time and budget to alumni relations activity. Responsibility needs to be assigned through the University’s Objective Setting And Review (OSAR) process and appropriate KPIs set at the School and College level. The Graduates’ Council needs to work in partnership with the Alumni Relations Office to deliver tangible results.

The ‘One University’ model requires an infrastructure for recording all alumni relations activity and a depository for all intelligence gathered on our alumni across the institution as a whole. Currently Raisers’ Edge is used effectively by the Alumni & Development team in recording all communications, activity and intelligence via the toolset. However there is undoubtedly communications and event activity, and key intelligence being gathered (eg the ‘Destinations of Leavers from Higher Education’ (DLHE) survey) that is not being recorded centrally or shared which inevitably means that the University’s picture of the relationship with its alumni is fragmented and incomplete. This expansion in the use of Raisers’ Edge would change the level of support required and would take it beyond what could be provided by the current Development Services section of the Alumni & Development team; it would require an expansion of application support and training resources in Development Services and a commitment from UoD-IT to provide an improved and expanded server environment and SQL server support.

The expansion of alumni relations activity to create communities made up of current students, alumni, staff and ex-staff changes the data requirements for the effective use of the toolkit. A regular, scheduled flow of data is required from both SITS (the Student Record System) and the HR system to Raisers’ Edge, the University’s alumni database. The infrastructure and support mechanisms need to be put in place to make this as seamless as possible.

An investment bid for additional staffing and resources has been incorporated in the External Relations Operation Plan and Budget for 2014-2017.

Toolset and communication tools at our disposal

The bedrock on which all Alumni Relations Office activity is based is Raisers’ Edge. This industry-leading alumni and fundraising CRM and database is used to capture and store all alumni data and relationship activity.

The Alumni Relations Office currently uses 4 channels for reaching and staying in touch with alumni.

- NetCommunity – online communications tool (e-newsletters, targeted emails etc) and content management system. NetCommunity is integrated with Raisers’ Edge enabling the segmentation and targeting of alumni at the college and school level or at even more detailed levels of granularity for example country of residency, graduating year, employment industry etc
- Dundee Reunited – the website for our alumni where they can find classmates; post their CV; find out the latest news from their contemporaries and the University; find a job; offer their support and much more. Due for a facelift and re-purposing in 2014.
- The Bridge magazine – produced annually featuring both University and individual alumni successes. Distributed in both print and electronic format.
- Annual mailing/emailing encompassing the Graduates’ Council notification of AGM and update from the Alumni Relations Office.

We have highlighted below 3 good examples of alumni relations toolsets employed by the School of Medicine and Centre of Energy Petroleum and Mineral Law and Policy (CEPMLP). One of the aims of this strategy is to encourage the adoption of the toolset and communication channels more widely.

We recognize there will be other good examples of communicating with our alumni throughout the University of Dundee, long may this continue. However we would argue to achieve the ‘One University’ model this activity needs to be recorded centrally. One of the responsibilities of the Alumni Relations Office is to support the wider University’s effort to stay in touch with alumni in the most effective way. We utilise NetCommunity, a powerful and effective means of communicating with alumni according to their wishes; enabling the alumni to determine the frequency, content and style of material they receive (by logging on to Dundee Reunited and setting their personal preferences) from the University. To reinforce this, one of the key aims of a University for Life is to enthuse and engage alumni and not irritate them with misguided and unwanted communications.
Medicine

E-newsletter 3 times a year
School produces content – articles, profiles and photos of interest. The Alumni Relations Office includes fundraising updates and formats into an e-newsletter and then sends out via NetCommunity to Medical alumni.

CEPMLP - newsletter
Populate and distribute their own monthly e-newsletter and regular emails regarding new courses and upcoming events throughout the year. This system means the school can produce and distribute the information independently and monitor and evaluate the results. The only help they need from alumni relations is the occasional assistance with software upgrades and additional training as required.

Both models work extremely well and give the schools the ability to communicate with alumni in a secure and trusted environment. NetCommunity provides a sophisticated tracking system which records open rates and click-throughs for every e-newsletter and email sent.

CEPMLP – micro site
Initially created as an alumni resource where CEPMLP specific content could be accessed only by CEPMLP alumni this was expanded to provide an online presence where alumni and anyone interested in CPD with the department could interact. This involved creating a custom registration page for CEPMLP where the user’s interests in the Centre were captured allowing the targeting of future communications.

Proposed activities

Market research
- Survey the alumni to determine what would encourage them to become more involved with the University; find out what they would like the relationship to be and their expectations of the Alumni Relations Office / Schools.

Raise awareness
- Raise awareness of the support which the Alumni Relations Office provides, both internally and externally, for example through campus tours, events and visits to specific schools, colleges and facilities
- Promote the Alumni Relations Office to students and staff while at University, increasing the sign-up to Dundee-Reunited and events when they become alumni or ex-staff

Engagement
As outlined in the University Enabling Strategy: Wider Impact, Sub Aim 3.2, it is vital we “Maximise the engagement of our ‘home team’ – staff, friends, alumni and family”. There are many ways to tackle this and we intend to work on the following;

Current alumni
- Review existing event programme to ensure it is attractive and accessible to alumni
- Develop and implement a strategy for international alumni, driving alumni activities to deliver key objectives in target markets including providing support for student recruitment.
- Establish links between the Graduates’ Council and Development colleagues to identify opportunities for corporate sponsorship of studentships and scholarships
- With the support of the Graduates’ Council develop a structured programme to re-launch dormant alumni groups
- With the support of the Graduates’ Council encourage and support an alumni-student mentoring programme and Alumni-Student Societies links. Focus on utilising alumni to provide the ‘soft skills’ needed for success in the workplace through workshops, dinners, lectures and online resources.
- Transform our alumni telephone engagement programme – expanding the focus beyond just fundraising. We aim to make the first contact within 6 months of graduation and with the long term aim of contacting all phoneable alumni once per year. This will enable us to validate contact details, gather further crucial data and measure the quality of our alumni relationships.
• Working with the Graduates’ Council to increase their presence at major events, particularly graduations, ensuring efforts are aligned to increase engagement
• Ensure that colleagues across the University are aware of the communication tools at our disposal and the support we are able to offer, such as database analysis; tracking a particular year group; providing speaking opportunities through alumni groups; newsletter design and distribution; online surveys and market research through the expanded alumni telephone engagement programme.

Future alumni

• Current students are the alumni of the future and it is important to build better links and relationships with them whilst they are still engaged in study.
• Ensure alumni engagement opportunities are appropriately embedded into the student experience, thereby giving them early insight into the benefit of staying in touch, building professional networks and over the course of time giving back in some way.
• Through early student engagement foster better relationships between alumni and the Alumni Relations Office. If there is an understanding of the benefits available, alumni are more likely to become involved and connect. (It is important to foster the relationship when the students are still at University as there is still a strong connection and it offers an opportunity to maintain rather than regain relationships)
• Strengthen links with both the Careers service, student services and DUSA. These relationships could prove extremely valuable when increasing awareness of the benefits of the Alumni Relations Office.

Celebration

The upcoming 50th anniversary provides a golden opportunity to re-engage with our alumni. An alumni programme needs to be developed at the School, College and University level to ensure maximum value in strengthening the University’s relationship with our alumni – thus embedding ‘A University for Life’ in our culture. Professor Stephen Decent, Vice Principal and Head of the College of Art, Science & Engineering has established a committee to handle the arrangements for the celebration. Alumni Relations are included on the committee and will be heavily involved in the preparations. A key aim with the celebration is to have people re-engaging and returning to Dundee to participate. Events are to be planned through the year with a specific weekend to be determined for the main event.

Success Criteria

At this stage we cannot predict the impact of increased Alumni Relations activity by the Schools, we can look at the impact of the work undertaken within Alumni and Development. The current indicator of alumni engagement – the number of alumni receiving ‘the Bridge’ magazine will continue to be measured. Less than 10% of new graduates currently meet this criteria. With the implementation of an early contact programme we would hope to increase this measure for new graduates to 25% within 5 years. The expansion of the telephone engagement programme will enable better measurement of the strength and depth of the relationship between the alumni and the University. It will allow the Alumni Relations Office to establish a baseline in the number of alumni who are willing to offer their time; their expertise and skills; and their networks in addition to those who already support the University financially. Having established the base line, future success will be defined as increasing the number of alumni offering their commitment across this spectrum.

Conclusion

The aim of the Alumni Relations Office is to transform the relationship between the University and its alumni making Dundee their ‘University for Life’. This transformation will be achieved through the use of the alumni engagement toolset across the institution and by the harnessing the resourcefulness of our staff and students, and the continuing advice and contribution from our highly motivated Graduates’ Council. This transformed relationship will be characterised by relevant communications; the right calibre of events including class reunions and networking events; career and mentoring schemes. Achieving this transformation requires investment and commitment; a culture change across the University to create “A University for Life”; it will be demanding and will take a long time. As a starting point we expect this strategy to last until 2017. Over this period a range of operational plans will be developed to implement the strategy which may adapt to reflect changing conditions. The operational plans and progress made will be presented at the Graduates’ Council AGM.
APPENDIX 3

CONVENER’S REPORT

Introduction

This is my second report to the Council as Convener of the Business Committee.

I said I had learnt and experienced a lot in my first year in the role and this has continued into this year.

First in what has been a busy year I would like to start by thanking the Vice Convener, Steven Blane and the members of the Business Committee each of whom have regularly provided time and commitment to support the work of the Business Committee. To Christine Milburn for all her work in the support of the Committee and guidance to me I express my thanks.

To Iain Wright and Dr William Boyd, our assessors on Court, I give my thanks and those of the committee for their inputs and for the feedback and support to the Committee. Also our appreciation to Dr Ann Burchell who stood down from the role of Assessor last summer.

To Sarah and Steve for their work in positioning of the Graduates Council more purposefully within the University landscape.

Vivien White stood down from the committee and we thank her for her contribution. Ariel Seliman was co-opted onto the committee during the year.

I would also pass my thanks for the continued support and engagement of Jim McGeorge, Gavin Rennie, Leanne Wallace and Judith Barnard.

Looking to elections and positions on the Business Committee this year Dr Jim Smith exhausts his term of office and Mr David Gauld has intimated his intention not to seek re-election. I thank them both for their inputs. I particularly thank Jim for his input and commitment to the working of the Graduates’ Council Fund.

Meetings

The Business Committee has met on two occasions in the last year. At our May Business Committee meeting we welcomed two new members, Dr William Boyd and Gavin Dobson. We discussed the arrangement for the election process to identify Graduates’ Council assessors given the low turnout experienced in 2013. Following the positive receipt of the strategy paper at the AGM the Business Committee discussed how we move this forward and seek to develop an approach jointly with the Alumni and Development Office. Discussion as usual for that time of year focused on approaches and possible improvements for the forthcoming 2012 Graduation ceremonies, both summer and autumn. On the Graduates’ Council Fund we received reports on two of the funded projects advanced through the Enterprise Gym. The Business Committee also noted the lack of applications coming forward. Therefore the committee resolved to investigate further the options for the award of funds via the Sports Union and DUSA. Following comments made at the AGM investigations were made into the award of the Graduates’ Council trophy. It was agreed we would look to discuss the award of the trophy with the president of the Sports Union. The process of preparation for the 2014 AGM also commenced. There were standing reports from the Convener, Graduates’ Assessors and a review of the membership of the committee undertaken.

We subsequently had a good representation across the 6 graduation ceremonies in the summer and the 4 ceremonies in the autumn which is a credit to the commitment of the Business Committee members. We retained, with the help of the University a photographer, improved our presence at the ceremony and used facebook to great effect:

Facebook fans = 709
Highest Reach (number of people to see any of our content in one day) = 12170
Average Reach = 390

We have had interaction on our page (likes, comments, tags, shares) almost every day since we started. Total number of likes, comments, tags on photos or statuses = 1838

This fantastic achievement and thanks to Sarah McMichael and Steve Blane for managing the social media inputs and Indre Urbanaviciute for her enthusiasm and professionalism.
At the December meeting the agenda covered the programme of work for the committee going ahead and the further development of the Graduates Association, following eventual Privy Council approval for the change in stature as approved at the AGM. The committee discussed links to other Scottish Graduate bodies, now in process and awaiting responses; comments as made on the Scottish Code of Good HE Governance in support of the University advanced position; the use of STV methodology in any future elections, as held, for the Assessor roles; preparation for the AGM 2014; the annual mail out to Graduates; Historic Changes to Governance Instruments; a paper on the election of Graduates’ Council on Court from the Director of policy, Governance and Legal Affairs detailing some proposed changes; a presentation from the Head of Alumni Relations and Development on the draft Alumni relations Strategic Plan to 2017, this had been informed by Graduates’ Council strategy paper; an update on the graduates’ Council Fund and a progress report on the recent Honorary Degrees committee meeting; the forthcoming Discovery day event in January was also promoted.

Discovery Lecture

Following last year’s very successful lecture our speaker this year, on the 26th April, will be the famous Historian Max Hastings delivering a talk related to the 100th anniversary of one of societies darkest events the Great War and his latest book ‘Catastrophe’ telling the story of how Europe went to war in 1914 precipitating the first of the 20th Century’s great global tragedies and we are very grateful for the help of the University in arranging the lecture. As usual the lecture will be followed by a Civic Reception. I would like to place on record my personal thanks to Lord Provost Bob Duncan and the City Council for their ongoing support in this event.

Graduates’ Council Fund

This year saw a different approach working with ‘The Enterprise Gym’. To this end £600 funding was finally awarded for 3 projects linked to the special call for projects over the summer.

There has been no applications received since the last meeting in December 2013. The members overseeing the fund are looking at how this can be promoted more successfully as stated working with DUSA and the Sports Union.

The accumulated surplus, due to the limited awards over the last 5 years, is £7944.37. The Business Committee is keen to have this fund sum working to the benefit of the students and organisation.

University Court

Eric Sanderson, a member of the Graduates’ Council, has carried out the role as Chair of the University Court in an exemplary way and we owe him thanks for all his work and dedication in this regard.

I finally want to thank Dr William Boyd and Mr Iain Wright for all their work and commitment as Graduates’ Council Assessors on Court. They are excellent advocates for the Graduate body.

Events

During the year I have attended a variety of events including the University of Dundee Opening Service, graduations and other university events. A particular highpoint again was the Discovery Day event in January 2014. A fantastic event, and one which I would encourage others to attend. Look out for the advertisement for the 2015 event.

The Future

The agenda carries the supported Alumni Relations Strategy for the agreement of the AGM and builds on the paper presented last year, this will provide a common platform for advancement of our aims and exploiting opportunities jointly with the University recognising the individual and independent role of the Graduates’ Council whilst pursuing agendas in the interests of the students and graduates of the University.

We still await the Privy Council decision on the naming of the Graduates’ Council and the change to an Association.
These remain challenging times for the institution and recent announcements on staff changes across the University as part of its Transformation strategy as publicised last year have captured attention.

Keith Winter
Convener, Graduates’ Council Business Committee
APPENDIX 4

REPORT BY DR WGC BOYD, GRADUATES’ COUNCIL ASSESSOR

Current Assessors

The governing body of the University, the Court, comprises 23 members, 10 of whom are University staff or students, and 13 are lay members. Two of the lay members are elected to serve for four-year terms by the Graduates’ Council, the graduates of the University. The current office-holders (at present termed “Assessors”) are Iain Wright and William Boyd. Iain’s first term of office was from August 2007 until July 2011 and he was re-elected for a second term from August 2011 until July 2015; I was elected to serve from August 2013 until July 2017.

Since the beginning of this academic year, both Iain and I have been active members of Court, attending all Court meetings (though Iain was unable to attend the annual Court Retreat in September 2013 due to pre-existing commitments, and I inadvertently missed a meeting of the Governance and Nominations Committee of Court due to a diary error). Iain is a member of Finance and Policy Committee; I am a member of the Human Resources Committee; and we are both members of the Governance and Nominations Committee.

Issues for report

Court disposes of a very wide range of the University’s affairs, and much has been under discussion during this academic year. I have selected three items for this report: the first is of particular interest to Graduates’ Council; the remaining two are important in themselves.

1. The Graduates’ Council Business Committee, at its meeting on 18 May 2013, initiated a discussion about the relatively poor engagement with the recent election for a Graduates’ Council Assessor. Court, at its meeting on 9 December 2013, agreed to recommend changes to the University’s Statutes and Ordinances as follows:
   a) change of procedure in appointing Graduates’ Council Assessors from election by the Graduates’ Council to appointment by the Graduates’ Council Business Committee;
   b) change of nomenclature from “Graduates’ Council Assessors” to “graduates appointed by the Graduates’ Association”.

   Privy Council approval is awaited.

2. In 2012, the University adopted the Principal’s visionary Transformation Agenda, which has at its heart the University’s ambition of becoming Scotland’s leading university over the ensuing 25 years. During this academic year, starting at its Retreat in September 2013, Court has considered the major changes, in particular to the profile of its academic staff, that would be required in order to achieve this goal. While every member of the Court strongly supports the ambition of raising the University’s standing, the debate about how this might be achieved continues.

3. At its meeting on 17 February 2014, Court received a paper from the Senior Management Team setting out its estimates of the likely scenarios for the University’s financial position over the next three years. The most optimistic of these showed that in 2016/17, the University would break even; the least optimistic projected a deficit of some £15M; and the middle case, a deficit of £7.5M. The reasons are: future changes in National Insurance; likely changes in university superannuation schemes; future government funding (which will either stay level or decrease); and the difficulties faced by the University (in common with several others) in recruiting non-Scottish UK undergraduates in an increasingly volatile market for student admissions. Court took the view that early action was required to safeguard the University’s financial position, and accordingly approved a voluntary severance scheme for academic staff, targeted at areas which the Senior Management Team judge appropriate for re-shaping. It is anticipated that this scheme will be extended over the next few months.

WGC Boyd  BSc (1968), PhD (1972)
APPENDIX 5

PROPOSED CHANGES TO CHARTER, STATUTES, ORDINANCES AND REGULATIONS

1. Members who attended the 2012 and 2013 annual meetings of the Graduates’ Council may recall that a number of changes were proposed to the Charter, Statutes, Ordinances and regulations relating to the Graduates’ Council. Of these, perhaps the most significant was the proposed change to the name of the body from Graduates’ Council to Graduates’ Association which had been proposed by the Graduates’ Council Business Committee in an attempt to make the Council more welcoming to potential members and to better reflect the activities and duties currently undertaken by the Graduates’ Council. The changes were approved by the University Court, however at the time of writing they remain subject to the approval of the Privy Council.

2. At last year’s annual meeting members approved a proposal that the Business Committee should be asked to consult with the Governance & Nominations Committee of the University Court on the most effective means of ensuring that the graduate community was appropriately represented on the Court. While it was emphasised that the recent elections had provided worthy and committed Assessors, it was accepted that the current election process was an unsatisfactory and unreliable means of identifying appropriate and skilled individuals to take up the role of Graduates’ Council Assessor on Court given the consistently low (1%) engagement of the electorate with the process and the new process in place for selecting lay members of Court. In particular, the Graduates’ Council agreed that the consultation should consider whether open election of assessors was desirable, appropriate and achieved the best outcome for the University of Dundee graduate community within the wider skill set of Court members, or whether alternative mechanisms should be introduced.

The Graduates’ Council Business Committee and Governance & Nominations Committee subsequently recommended to the Court that the current election process be replaced with an advertisement and selection process which was analogous to, but distinct from, the appointment process for lay membership of the Court. The proposed changes (outlined in annex) were approved by the Court on 9 December 2013 and are at present subject to approval by the Privy Council. It is hoped that the changes will be approved and implemented for use in relation to the next Graduates’ Council Assessor vacancy on Court which arises in August 2015.

3. During the consultation outlined above it was proposed that the use of the term ‘Graduates’ Council Assessor’ be replaced with ‘Graduates’ Association Member of Court’ to make the role more easily understood by members of the Graduates’ Council when vacancies were advertised. This amendment was also approved by the Court on 7 December 2013 and is at present subject to approval by the Privy Council.

Dr CC Milburn
Policy Officer (Corporate Governance) and Clerk to the Graduates’ Council Business Committee
Graduates’ Association
Proposed Changes to Statutes, Ordinances and Regulations

Revised text is shown using track changes to highlight where the new text diverges from old. Changes approved by the Court in 2012 but pending Privy Council approval are shown in red, changes approved in December 2013 but pending Privy Council approval are shown in blue.

Statutes

6 The Secretary

(1) The Court shall appoint a Secretary with such duties, at such remuneration and (subject to Statute 16) upon such terms and conditions as it shall think fit. The Court, however, shall make such an appointment only after considering a report from a Joint Committee of the Court and Senatus.

(2) The Secretary shall be responsible for providing secretarial services for the Court, the Senatus, the Academic Council, and the Graduates’ Council Association and, under the direction of the Principal, for the administration of the University.

9 The Court

(1) [……..]

(f) Two Assessor members of the Graduates’ Association elected appointed by the Graduates’ Council Association, to be known as Graduates’ Association Members.

[……..]

(2) (a) The Chancellor of the University shall have the right to receive Court papers and to attend Court meetings, but shall not be a member of the Court and shall not be entitled to vote at Court meetings.

(b) The Principal and the Rector shall hold office as long as they continue to occupy the positions named respectively.

(c) The manner of appointment and period of office of the Graduates’ Association Members of Court shall be as prescribed in the Ordinances.

(d) The manner of election of the Assessors of the Graduates’ Council, of the members of Court elected by the Senatus, by the Academic Council and by the non-academic staff and their respective periods of office shall be as prescribed in the Ordinances.

(e) The manner of identification and respective period of office of the student member appointed under sub-paragraph (k) of paragraph (1) shall be as prescribed in the Ordinances.

(f) The Assessor nominated by the Chancellor shall hold office for a period of four years from the date of nomination and shall be eligible for further nomination, but shall not hold office continuously for a longer period than eight years:

Provided always that in the event of the Chancellor ceasing to hold office the serving Assessor shall continue to be a member of the Court until an Assessor is nominated by the new Chancellor and no longer.

(g) Where, under sub-paragraph (c) of paragraph (1) above, the Rector elects not to hold office as a member of Court, but to appoint an Assessor, the Rector shall nevertheless retain the right to receive Court papers and attend Court meetings, but shall not be a member of Court and shall not be entitled to vote at Court meetings. An Assessor so nominated by the Rector shall hold office until the expiry of the term of office of the Rector by whom he or she was nominated and shall be eligible for further nomination, but shall not hold office continuously for a longer period than six years:

Provided always that on the expiry of a Rector’s term of office any serving Assessor shall continue to be a member of the Court until a new Rector is elected and joins the Court as a member or nominates a new Assessor to hold office as a member of the Court in his or her place.
A co-opted member shall hold office for a period of four years from the date of co-option and shall be eligible for further co-option, but shall not hold office continuously for a longer period than eight years.

The maximum total continuous period of office of a person serving as an assessor or a co-opted member of Court who serves consecutive periods of office under a combination of any of the terms of clauses (c) to (f) and (l) of paragraph (1) above is eight years.

Where a particular skill or expertise might otherwise be lost, the Court may exceptionally agree to extend by a maximum of two years the period of office of members serving under the terms of sub-paragraph (l) or as an assessor in terms of sub-paragraphs (c) or (d) of paragraph (1) above. Members elected by the Graduates’ Council Graduates’ Association Members of Court who have reached their maximum term of office in that category, for the same reason, be co-opted for an additional maximum period of two years under the terms of sub-paragraph (l) of paragraph (1) above, if such a vacancy exists.

On expiry of their maximum period of office on Court, members having served as an assessor, or as an appointed, elected or co-opted member in terms of sub-paragraphs (a), (c), (d), (f), (i) or (l) of paragraph (1) above shall not be permitted to seek re-election, re-nomination or re-appointment in any category until a period of at least four years has elapsed from the date on which their membership ceases.

Casual vacancies among the members of the Court shall be filled as soon as conveniently possible by the body which or person who nominated or elected the person whose place has become vacant, and the person nominated or elected to fill the vacancy shall be a member for the unexpired portion of the period of office of his or her predecessor and shall be eligible for further nomination or re-election.

Any member of the Court, not being an ex officio member, may resign at any time by writing addressed to the Secretary.

(i) The Court shall have the power after due investigation to remove the Chairperson or any other member of Court on the grounds of serious personal misconduct, abuse of the rights and privileges of membership of Court, bringing the University into disrepute, persistent absenteeism, medical incapacity or legal impediment.

(ii) When an investigation of the case for dismissal of a member of Court has been instigated the individual concerned shall be suspended from Court membership pending the outcome of the investigation and the Court’s decision thereon.

(iii) In all proceedings under this paragraph the Court shall ensure that the requirements of human rights legislation are observed.

20 Graduates’ Council Association

(1) The Graduates’ Council Association shall consist of the following persons:

(a) Graduates of the University as defined by Ordinance
(b) The Chancellor
(c) The Principal
(d) The Vice-Principal, if any
(e) Graduates of the University of St Andrews who pursued the whole or part of their University studies in Queen’s College, Dundee in the University of St Andrews or in the former University College, Dundee, and who have elected to become members of the Graduates’ Council Association
(f) Graduates and diplomates of the former Duncan of Jordanstone College of Art, Fife College of Health Studies, Tayside College of Nursing and Midwifery, Dundee College of Education and Northern College of Education (Dundee)
(g) Honorary Graduates of the University

(2) All persons qualified and intending to graduate for the first time in the University shall, as a condition of graduation, pay to the University a registration fee of such amount as may be prescribed from time to time.
by the Court: Provided, however, that the obligation to pay the registration fee shall not apply to persons specified in clauses (db), (fc) and (gd) of paragraph (1) above.

(3) In the absence of the Chancellor from a meeting of the Graduates' Council, the Principal shall preside, and in the absence of both the Chancellor and the Principal, a Vice-Principal, if any, shall preside. In the absence of all the foregoing persons, a Chairperson for the time shall be elected by the meeting from among the members of the Graduates' Council present.

(34) The Graduates' Council Association shall have power to make representations to the Court on all matters affecting the well-being and prosperity of the University.

(4) The Graduates' Association shall appoint a Business Committee with such membership and such functions as may be prescribed by Ordinance or in the Regulations. The Business Committee shall appoint a Convener who shall act also as the Chairperson of the Graduates' Association.

(5) There shall be an annual meeting of the Graduates' Council Association and such other meetings as may from time to time be convened as may be prescribed by Ordinance. In the absence of the Chairperson, a chairperson for the time being shall be elected by the meeting from amongst those present. There shall be presented to the annual meeting an audited financial statement of the University for the previous year and, an annual report by the Principal on the working of the University during that year, and a report on the activities of the Business Committee by the Chairperson.

(6) The period of office and manner of appointment of the Graduates' Association Members of Court shall be as prescribed by Ordinance. In any year in which an Assessor on Court falls to be elected, the election shall be conducted according to procedures laid down in the Graduates' Council Regulations.

Ordinances

20 - Graduates' Council Association

1 The annual meeting of the Graduates' Council Association shall be held during March or April on a date approved by the Business Committee. Other meetings may be called by direction of the Chairperson, by the direction of the Business Committee or on the requisition in writing of at least fifty members.

2 The appointment of the Graduates' Association Member of Court In any year in which an Assessor on Court falls to be elected, the election shall be conducted according to procedures laid down in the Graduates' Council Regulations.

3 Such graduates The Assessors of the Graduates' Council on the University Court shall hold office for a period of four years from 1 August following the date of election. An Assessor and shall be eligible for re-election but shall not hold office continuously for a longer period than eight years, except as may be prescribed by Statute 9 The Court.

39 - Degrees, Diplomas and Certificates

[1-5 Unchanged]

6 A graduate of the University of Dundee is a person who has been awarded one or more of the degrees or qualifications given in paragraph 1(1) and 2 above, or who has been awarded the Diploma of Higher Education or the Certificate of Higher Education; provided that as a condition of graduation and in accordance with paragraph (2) of Statute 20 they shall pay a registration fee. Such persons shall be members of the Graduates' Council Association.

[7 Unchanged]
Graduates’ Council Association Regulations

(Note: Regulations made under Ordinance 20.)

1 The Secretary of the University shall maintain a register of members of the Graduates’ Council Association recording their full names, addresses, degrees and year of conferment of their first degree. This duty is disappplied to the extent that (1) such information may be unavailable; (2) any consent required by law or by any code of practice, etc of individuals is not forthcoming for any reason; (3) where compliance with this duty would breach data protection or other legislation, regulations or case-law.

2 The register may be consulted only by officers of the University and those delegated by them and to the extent, if any, permitted under data protection or other relevant legislation, regulations or case-law.

3 Notices of all meetings of the Council Association shall be advertised by the Secretary not less than ten weeks before the dates of the meetings. The notices shall include information relating to any vacancies requiring to be filled either by election or appointment as set out in these regulations. They shall also call for nominations for any vacancies to be filled by election and call for any other competent business to be considered at the meeting to reach the Secretary not less than four weeks before the dates of the meetings.

4 The papers for each meeting shall be available to all members of the Graduates’ Council Association not less than two weeks before the date of the meeting.

5 Twenty members of the Graduates’ Council Association shall form a quorum.

6 The Chairperson shall have a deliberative vote and in the case of an equality of votes the Chairperson shall also have a casting vote, provided that this Regulation shall not apply to votes for elections.

7 Every matter of business except where otherwise specially provided shall be determined by the majority of members present and voting on the matter.

8 The Chairperson shall determine all matters of competence and relevancy. When a point of order is raised the Chairperson shall rule at once. When the Chairperson’s ruling is challenged, the Chairperson shall ascertain the mind of the Council Association by a vote taken without debate.

9 The Chairperson shall have power to adjourn a meeting, provided that only unfinished business shall be transacted at an adjourned meeting.

10 The Graduates’ Council Association shall appoint a Business Committee with the following membership:

   a) The Graduates’ Council Association Assessors on Members of Court, that being those appointed by the Graduates’ Association the University Court (ex officio);
   b) The Convener of the Business Committee (ex officio);
   c) Eight members of the Council Association to be elected at the annual meeting of the Council Association;
   d) Such other persons not exceeding two in number, as may be co-opted from time to time by the Business Committee. Such persons shall usually, but not necessarily, be Graduates of the University as defined by Ordinance;
   e) The President of DUSA or his/her nominee;
   f) A member nominated by the Academic Council;

11 (1) The period of office of the elected members of the Business Committee shall be four years at the end of which they shall be eligible for re-election, but shall not hold office continuously for a period longer than eight years.

   (2) The period of office of members co-opted in terms of Regulation 10 shall be two years. Such co-opted members retiring shall be eligible for further co-option provided that no co-opted members shall serve continuously for more than four years in that capacity.

   (3) The maximum total continuous period of office of a person serving as an elected, nominated or co-opted member, or in a combination thereof shall be eight years. On expiry of their maximum period of office, such persons shall not be permitted to seek re-election, be co-opted or nominated until a period of at least four years has elapsed from the date on which their membership ceases.
12 (1) The Business Committee shall at the meeting next before the annual meeting of the Council Association elect a Convener from those elected or co-opted to membership of the Business Committee in terms of sub-paragraphs c) and d) of Regulation 10, provided always that the Convener so elected shall be a Graduate of the University, as defined by Ordinance. The Convener shall begin a new term of office on the Committee and shall hold office for one year whereafter the Convener shall cease to be a member of the committee. The Convener shall be eligible for re-election but shall not serve continuously for more than four years in that office.

(2) If the member elected Convener would otherwise not be due to retire from the Business Committee at the next annual meeting of the Council, his or her election shall be deemed to create a vacancy, which may be filled by co-option.

(3) The Convener so elected shall also be the Chairperson of the Graduates’ Association.

(4) The Business Committee may at any time appoint a Vice-Convener from among its members. The period of office of the Vice-Convener shall be fixed by the Business Committee but shall not exceed the period for which the person appointed would otherwise have served as a member of the Committee.

(5) In the absence of the Convener and the Vice-Convener, if any, from any meeting a chairperson for the time being shall be elected by the meeting.

13 Two members of the Committee shall be elected each year. A casual vacancy may be filled by co-option at any meeting of the Business Committee and the person co-opted shall be a member for the unexpired period of office of his or her predecessor.

14 Elections for the Business Committee shall be held at the annual meeting of the Council Association. The Secretary shall invite nominations in the papers issued for the annual meeting. Nominations may be made by a proposer and seconder in writing accompanied by the candidate’s consent in writing and shall reach the Secretary before the hour of the annual meeting. Nominations duly proposed and seconded of persons present may also be made at the meeting. The election shall be by ballot on voting papers provided at the meeting. In the event of a tie the elections shall be decided by the drawing of lots.

15 Five members of the Business Committee shall form a quorum.

16 The Secretary of the University shall be responsible for providing secretarial services to the Business Committee.

17 The Business Committee shall deal with any matters on behalf of the Council Association and may act on behalf of the Council Association and report thereon to the Council Association. The Committee shall frame the programme of business to be submitted to the annual meeting subject to the addition of items received in terms of Regulation 3. The Business Committee shall have the power to establish a Chair’s Convener’s Sub-Committee or other Sub-Committees to act on its behalf.

18 The Business Committee shall define the limits of the powers of the Sub-Committee which shall report on the exercise of the powers to the Committee.

19 (1) When a vacancy is due to occur in the office of the Council’s Graduates’ Association, Assessor Members on Court the Secretary of the University shall intimate this in the business paper for the annual meeting immediately preceding the annual meeting at which the election will take place. The vacancy shall also be advertised on the University’s web site, and by such other means as the Secretary may consider appropriate.

(2) Applications by graduates of the University to be considered for appointment to the Court on the list of candidates in the ballot shall be submitted to the Secretary of the University by 30th September preceding the annual meeting at which the election will take place. Applications must be accompanied by a curriculum vitae and a supporting statement, along with details of the degrees or diplomas held and the year obtained. Potential candidates for appointment to the post of Graduates’ Council Association, Assessor Members on Court are strongly encouraged to speak on a private informal basis with the Convener or Vice-Convener of the Business Committee or with one of the sitting Assessors on Court in order to ensure they are fully briefed about the requirements and expectations of the role and to assist in approaching their candidacy submission on an informed basis. Any of those approached in this way who are themselves standing or considering doing so should make this clear to any potential candidate seeking advice.

(3) Following receipt of applications for the appointment to Court, the Secretary shall make arrangements for a selection panel to consider them. The panel shall consist of the Convener, the Vice-Convener, a current Graduates’ Association Member of Court and a member of the University’s Governance & Nominations
Committee, and any such other persons that the panel may itself co-opt, upon the advice of the Secretary of the University. Where any of the Convener, Vice-Convener or current Graduates’ Association Members on Court are prevented from acting in this capacity, or where any of the positions are vacant, the Graduates’ Association Business Committee may identify individuals from within its membership to serve on the panel. The panel, on the advice of the Secretary of the University, shall determine for itself the process for selection, but such process shall normally include an interview with the panel and informal meetings with the Principal and Chairperson of Court.

(4) In making its selection, the panel shall have regard to the criteria for appointment to the role of Graduates’ Association Member of Court that the Business Committee shall from time to time devise. It shall also have regard to the balance of skills already exhibited by the entire membership of the University Court.

An electronic ballot form, containing the names and designations of candidates together with a photograph and supporting statement no longer than 250 words will be sent two months prior to the annual meeting in the name of the University Secretary. Information outlining the criteria for the role of Assessor on Court shall also be provided to the electorate at this time. For those without internet access, a postal vote will be available on request. In this event, online voting will no longer be available as an option. Voting will close at 12 noon on the last working day preceding the date of the Annual Meeting and ballots will not be accepted after that deadline, nor at the Annual Meeting itself.

20 The Secretary of the University shall act as Returning Officer and a report of votes obtained through electronic voting will be made available to the meeting. Any additional votes obtained through postal ballot will be counted at the meeting and added to the total of electronic votes. The person receiving the highest number of votes will be declared elected. In the event of an equality of votes the Assessor shall be chosen by lot from among those persons receiving the same number of votes.

201 In any year in which no nomination application for appointment to Court by a graduate Graduates’ Council Association Assessor on Court comes forward by the deadline of 30th September preceding the annual meeting at which the election will take place as set out in regulation 19, following consultation with the Secretary of the University, the Business Committee shall nominate a candidate who shall be appointed, subject to ratification by the University Court.

212 In the event of a casual vacancy for a Graduates’ Council Association Assessor occurring, following consultation with the Secretary of the University, the Business Committee shall nominate a candidate who shall be appointed as Assessor a Graduates’ Association Member of Court, subject to ratification by the University Court, for the remainder of the term falling vacant.

224 These Regulations may be suspended (except insofar as doing so would result in a breach of data protection or other legislation, regulations or case-law) by a resolution passed by a two-thirds majority of members present and voting.