



## Council

Date and time	Tuesday 23 April 2002 at 4.00 pm
Place	The Senate Room, Administration Building
Present	Dame Yvonne Moores ( <i>in the Chair</i> ), Ms W C Allanach, Sir David Cooksey, Professor P J Curran, Mr B Davies, Professor I D Diamond, Dr S Duckworth, Mr S Edwards*, Mr C Gordon, Professor P J Gregson, Professor A P Hamlin, Professor J K Hammond, Mr A J Jukes, Mr A S Kent, Mr J Kness, Professor Dame Jill Macleod Clark, Ms K Maurey, Professor K E McLuskie, Dr A E Mitchell, Mr J J R Pope, Dr M P Read, Professor H S Roe, Mrs J Round, Professor A F Rutherford, Dr B G Smith, Mr R Symons, Professor W A Wakeham, Mr A J Walker, Professor A A Wheeler and Mr G Whitehead
By invitation	Mr E Ellis
With	The Secretary and Registrar, Academic Registrar, Director of Estates and Buildings, Ms J Lewis ( <i>vice</i> Director of External Relations), Director of Finance, Director of Human Resources, Director of Planning and Ms C J Gamble

(\* Members not present for the Restricted Section of the Agenda.)

## Unrestricted

### Welcome

Dame Yvonne welcomed Professor Alan Hamlin and Dr Martin McCaig to their first meeting of Council. She also welcomed Mr Ellis who was attending the meeting for Agendum 13.

### 27 Obituary

Dame Yvonne announced with regret the death of the following members of the University and asked Council to stand as a mark of respect:

Andrew Hart, Senior Lecturer, Research and Graduate School of Education:  
13 January 2002;

Diana Porter, New College Finance Department: 13 March 2002.

28 **Minutes (unrestricted) of the meeting held on 13 December 2001**

**Resolved** That the Minutes (unrestricted) of the meeting held on 13 December 2001 be approved and signed.

29 **Matters arising**

There were no matters arising from the Minutes.

30 **The Vice-Chancellor's report**

*Government and HEFCE policies*

The Vice-Chancellor introduced his report by drawing attention to the recent HEFCE Annual Conference at which institutions' views had been sought on the future role of the Council. A central issue under discussion had been whether the Funding Council was primarily a funding or a planning body. The Council took the view that the missions of institutions should be divergent and that they should focus on a number of core areas of activity: learning and teaching; research; closer links with industry and communities; and widening participation. The Vice-Chancellor postulated that, if the Government wished to achieve an increase in participation levels to 50 per cent of all 18 to 30 year-olds by 2010, vocational training would have to be included in the plans. A key indicator would be the announcement of the Government's Comprehensive Spending Review in July this year for 2003 onwards. Council would be given an opportunity to consider HEFCE's future strategy further when the details became available.

In response to questions, the Vice-Chancellor said that he believed the Government would continue to cap the funding made available for research. A number of universities had plans under consideration to become private institutions, and this might take place within the next ten years. Undoubtedly, such a development would increase the likelihood of institutions charging fees they set independently. A number of members expressed the view that the University should prepare itself for future changes in funding mechanisms by capitalizing on its strengths and seeking to enhance third leg income.

*Grants*

The Sutton Trust – a charity that provided educational opportunities for young people from deprived backgrounds – had awarded the University £50k to support initiatives designed to widen participation. The funding would support the project *Widening Access into Medicine* and a residential summer school for potential students from local further education colleges. *Widening Access into Medicine* had been cited as an example of good practice in UUK's recent report *Social Class and Participation* which had been commissioned to assess the sector's progress in adopting new and innovative approaches to widening participation.

The Funding Council and the Home Office had awarded the University a grant of over £400k to create staff and student volunteering opportunities in the community. One

such initiative was the Swaythling Kids and Young People's Project (SKYPP), supported by the Estates and Buildings Department, which worked with disaffected local youngsters.

#### *Graduation ceremonies*

The Vice-Chancellor announced that graduation ceremonies would be held on 18, 19, 22, 23, 24 and 25 July 2002. All members of Council were welcome to attend the ceremonies, the details of which would be circulated in the near future.

#### *Golden Jubilee celebrations*

The University would celebrate its Charter Day on 29 April with a gala performance of Haydn's *Creation*, preceded by a Reception. On the same day fifty students would run from Southampton to London to present a loyal address to the Queen at Buckingham Palace.

**Noted**            The Vice-Chancellor's report.

### 31 **Report from the President of the Students' Union** (Agendum 5)

**Received**        The report from the President of the Students' Union.

Mr Edwards introduced his report with a summary of the progress made with the refurbishment of the Union Building. The demolition work had been completed and most of the new steel frame was in place. In preparation for the opening of the refurbished areas, changes were being implemented to the staffing arrangements in the trading areas. Mr Edwards hoped that all the work would be completed by September 2002.

Significant developments had taken place in the Union Media Department. A new, interactive website would be launched in the near future – <http://www.susu.org> – which would function as a 'one-stop shop' for information on all aspects of University life. It was expected to be one of the most advanced Students' Union websites in the country. *Wessex Scene* had also launched a site which offered a mixture of exclusive articles and syndicated news.

The Union had planned a range of events to celebrate the University's Golden Jubilee year. The first reunion dinner for former Southampton Union Presidents had been organized in April and had been a tremendous success. A reception for former Union officers would take place during the Alumni weekend in July. In conjunction with the Department of Sport and Recreation, the Athletic Union had organized the first Annual Festival of Sport at which teams comprising former graduates and current students – *Past v Present* – would compete in a range of events. The Jubilee Cup would be presented to the winning team. In addition to the sporting activities, entertainment on the day would include a fairground and performances by the Performing Arts Societies.

During the year a number of sporting successes had been secured. The Women's Tennis Team, Men's Football (2nd XI), Men's Rugby and Men's Fencing had all won

their respective leagues while the Men's Football (1st XI) was through to the BUSA Shield Final. The Women's Hockey Team had won the South East Region Indoor Tournament. One of the equestrian team had been selected for the Great Britain squad. There had been other sporting achievements in athletics, judo, boxing, shooting, swimming, windsurfing and sailing.

**Resolved** That the President's report be noted.

32 **Financial monitoring 2001/02** (Agendum 10)

**Received** The financial monitoring statement for the year ending 31 July 2002 as at February 2002.

The Director of Finance presented the financial monitoring statements. Since the last monitoring statement had been produced, the overall trend had been one of improvement. The expected deficit of £3m had been reduced to £2.19m at the consolidated level (Table 1). While the majority of budgetary groups had responded well to the current financial pressures, some areas remained problematical, for example, the Faculty of Engineering and Applied Science. The Dean of the Faculty explained that he was working closely with Heads of Department to improve the position in relation to the Institute of Sound and Vibration Research (ISVR) and the School of Engineering Sciences. The particular problems related to the refurbishment of the Wind Tunnel, the number of studentships, and a large number of lecturing posts for which the commercial funded had ceased. He added that the position of some components of the Faculty's economy – specifically the Advisory Units – were difficult to forecast.

Referring to the Faculty of Science, the Director of Finance said that a working group had examined the difficulties encountered by the Departments of Chemistry and Physics. There were a number of issues under consideration, such as the recovery of research overheads and staffing arrangements. The outlook for the Faculty of Arts was more positive than it had been in recent years. The Director of Finance stressed that each of the problem areas was under scrutiny by the Deputy Vice-Chancellors and his Department. It would be vital for the overall year-end outcome for groups to continue to improve on their financial results, even where they were expecting to achieve the targets set.

Dr Read commented that although considerable effort was concentrated on improving the annual financial results, the budgetary process was characterized by the management of deficit. The major issue to tackle was how to increase the income streams to the University. The Secretary and Registrar agreed with Dr Read's observation and pointed to a number of areas where the University's performance did not compare well to its peers. Although the strategy for the coming years forecast modest surpluses, the position remained difficult with further pressures being placed on core business by the introduction of a one per cent increase in employers' national insurance.

**Resolved** That the financial monitoring statement be noted.

33 **HEFCE recurrent grant allocation for 2002/03** (Agendum 11)

**Received** A report from the Director of Finance on the grant allocation for 2002/03 from the Higher Education Funding Council for England.

The Director of Finance drew attention to paragraphs two and three of his report which explained how the different elements of the grant (teaching, research and earmarked amounts) compared with last year's allocation. There were a number of points to note: the standard unit of funding for teaching continued to fall; the Government had made £30m of additional funding available to maintain levels of funding to University departments rated 5\* in the RAE; and the level of inflation in respect of salaries was estimated at approximately five per cent. Initial consideration by UMG of the allocation had concluded that overall there was an additional five per cent of funding available for distribution among groups. Despite the encouraging position suggested by this level of grant increase, UMG and PRC were faced with a number of complex questions. It was not feasible to mirror the Funding Council's allocation model because it would result in unacceptable reductions in grant to some groups. Furthermore, in making decisions about grant allocations, due consideration had to be given to questions of strategy: where the University wished to position itself and what type of institution it wished to be. Indicative allocations had been given to budgetary groups which they would use to draw up their strategic plans. Those plans would be scrutinized to establish how groups would manage their resources and a final report would be presented to Council in July.

The Vice-Chancellor emphasized that the University was a multi-faculty institution and would continue to be so. It was imperative that the allocation of funding to Departments and Schools reflected this while ensuring that the institution was in a position to attract and retain the best academics.

**Resolved** That the report be noted.

34 **Annual Health and Safety Report 2000/01** (Agendum 12)

**Received** The Vice-Chancellor's Annual Health and Safety Report for the year 2000/2001.

The Vice-Chancellor presented his Annual Health and Safety Report, together with a summary of the discussion on the subject at PRC at its meeting on 6 March 2002. Referring to the provision of first-aid cover outside normal working hours, the Vice-Chancellor said that consideration of the matter had highlighted the need to improve the security of University buildings. A phased introduction of a swipe-card system was envisaged; this would be expensive. Dog patrols had been introduced as a measure to deter break ins and vandalism of which there had been a recent spate. The incidents on campus had not been eliminated but their frequency had been reduced.

The Vice-Chancellor was pleased to report that, overall, improvements had been made in the implementation of the Safety Policy across the University as managers recognized their obligations and appropriate systems were put in place.

**Resolved** That the Annual Health and Safety Report be noted.

35 **Vision and strategic direction from 2002**

**Received** The Vice-Chancellor's report entitled 'The Vision and Strategic Direction from 2002', together with an addendum on the integration of New College.

*Vision and Strategic Direction*

In presenting the report, the Vice-Chancellor explained that the section devoted to the implementation of the Vision and the Strategic Direction, which had formed part of the earlier draft, had not been included because the aim was first to define the type of institution the University wished to be. This was now set out in detail in the initial section of the document and resulted from all the consultations and discussions which had taken place since the December meeting of Council. The structure and the management processes – the supporting implementation document – would be presented to Council in July.

The Vice-Chancellor said that he sought Council's approval of the document in principle and invited members to comment. A number of questions were posed by members:

- In respect of the type of students the University wished to attract, what mechanisms would be in place to recruit potential students with the skills and aptitude for success who were not as highly qualified as they might be? The Vice-Chancellor explained that in providing access opportunities for progression to University programmes account would be taken of the attainment levels of students. Those students would be 'suitably qualified' but not necessarily 'highly qualified'. Offering students programmes of study which would enhance their employability was another important aspect to underline in the overall learning and teaching strategy.
- Discussions had been held with Further Education Colleges (FECs) and Sixth Form Colleges about the way forward to develop a 'skills escalator'. The University had also consulted with other higher education providers in the region about collaborative arrangements with FECs. Discussions were also planned with the Learning and Skills Council.
- Had the University reached a point of inflexion in respect of recruitment or would increased efforts in marketing attract more students? For clarification, the Vice-Chancellor pointed out that the University had not under-recruited on its basic funded numbers this session; it had not achieved the targets put forward for the recruitment of additional student numbers. He believed that the University was not sufficiently pro-active in marketing itself and this was partly reflected in the way the University was perceived in some countries abroad. Admissions and marketing would be two important areas of activity to concentrate on in the forthcoming planning period.

- What measures would be introduced to assess the University's progress towards meeting its strategic aims? The Vice-Chancellor said that targets would be established as part of the University's vision and strategic direction while the reporting mechanisms on the targets would be incorporated in the management arrangements.
- Under the section devoted to Enterprise and Innovation, Mr Davies suggested that fostering relations with the Regional Development Agency for the South East of England would help secure a greater flow of third leg funding.

Members approved the report setting out the Vision and Strategic Direction for the University.

### *Integration of New College*

The Vice-Chancellor summarized the background to the development of New College. The paper set out the academic reasons for bringing the programmes at New College into the mainstream activities at the University as part of the plans under the Vision and Strategic Direction, in particular the commitment to widening participation, and had been developed in consultation with senior colleagues at New College and in the Faculties. The proposed move would integrate New College intellectually and physically in the Highfield Campus. The final structures of provision at Highfield would be developed as part of the new structures for the entire University. The timing of the proposals for the disposal of the site had been determined by the City Plan. If the University eventually decided to dispose of the site, amendments to the City Plan had to be submitted this month.

Professor McLuskie underlined the academic rationale for the integration: the bringing together of the innovation and skills in teaching developed at New College with other academic activities was vital for the success of the widening participation initiatives and the learning and teaching strategy. The consultative process would continue with the staff at the College.

Mr Ellis, the Acting Director at New College, emphasized that over the last four to five years the College had met with considerable success: the curricula had been re-shaped; the application rate had improved while the number of students had been increased by approximately 30 per cent; and financial targets had been achieved. Staff and students held the site in great affection and, although the need for the move was accepted, it was with regret that they would leave it.

With regard to the costs of integration, the Secretary and Registrar said that the number of students involved in the plans could be accommodated on the Highfield Campus. Limited recurrent savings would be made when there was no longer a need to provide separate support services. With a view to the future, he said that the Estates Strategy would undergo further development to include possible new build at Highfield in 2004/05. Issues such as the use of the Halls of Residence in the vicinity of New College and transport links to Highfield and other Campuses would be examined in due course.

Members of Council expressed their appreciation of, and thanks for, all the work the Acting Director and his staff at New College had undertaken over the four years since its establishment. They endorsed the plan to move all New College programmes to the Highfield Campus and approved, in principle, the plan to dispose of the site.

- Resolved**
- (i) That the Vision and Strategic Direction document be approved in principle.
  - (ii) That the plan to move all New College programmes to the Highfield Campus be endorsed.
  - (iii) That the plan to dispose of the New College Campus be approved in principle.
  - (iv) That Council record its appreciation of the work undertaken by the Acting Director of New College and his staff since the establishment of the College.

36 **Report from meeting of Senate held on 20 March 2002** (Agendum 17)

**Received** The report from the meeting of Senate held on 20 March 2002.

The Vice-Chancellor drew attention to the item on the Worldwide Universities Network (WUN). It was an extremely important strategic alliance and membership of the network should bring considerable gains to the University.

The Academic Registrar explained the organization's structural arrangements and the level of the University's commitment.

(Note: The discussions recorded at the meeting of Senate on the Vision and Strategic Direction were dealt with under Minute 35.)

- Resolved**
- (i) That the honours and distinction reported by Senate be noted with pleasure.
  - (ii) That, subject to (i) above, the comments and information provided by Senate be noted.

37 **Report from meeting of Policy and Resources Committee**

37.1 **23 January 2002** (Agendum 18.1)

**Received** The report from the meeting of the Policy and Resources Committee held on 23 January 2002.

(Note: The discussions recorded at the meeting of Policy and Resources Committee on the Vision and Strategic Direction were dealt with under Minute 35.)



**Resolved** That the report from the Policy and Resources Committee be noted.

37.2 **6 March 2002** (Agendum 18.2)

**Received** The report from the meeting of the Policy and Resources Committee held on 6 March 2002.

**Resolved** That the report from the Policy and Resources Committee be noted.

38 **Report from meeting of Standing Committee of Council held on 6 March 2002**  
(Agendum 19)

**Received** The report from the Standing Committee of Council held on 6 March 2002, together with a tabled copy of *Bulletin*, dated 25 March 2002, which reported the partnership with IP2IPO.

Dame Yvonne congratulated all the members of staff who had been involved in the setting up of the partnership with IP2IPO.

**Resolved** That the report from, and the decisions taken by, Standing Committee of Council be noted and endorsed.

39 **New indoor sports centre: proposed funding arrangements** (Agendum 24)

**Received** A paper prepared by the Director of Finance on the details of a loan agreement in respect of the new indoor sports centre.

The Director of Finance presented the paper, explaining that Standing Committee of Council had approved the loan, in principle, in December 2000. The lender's solicitors required Council formally to approve the terms of the loan and these were set out in the paper. He invited members to approve the proposed Resolution.

Mr Kent drew attention to the wording of sub-section (iv) of the proposed Resolution and asked whether the officers named in the document – the Director of Finance and the Secretary and Registrar – would be adequately protected in the financial arrangements. The Director of Finance said that, in practice, any negotiations would be conducted in consultation with the solicitors acting on the University's behalf in this matter and the sealing of the document, for example, would take place in the presence of a member of Council. It was agreed that the sub-section should be qualified by the statement, 'Within the terms of the loan originally agreed with Barclays ...'

**Resolved** (i) That it would be beneficial to finance the sports centre facility with Barclays in the manner proposed and that the University should proceed to enter into the Loan Agreement and Legal Charge with Barclays.

- (ii) That the Director of Finance and the Secretary and Registrar of the University from time to time should jointly and severally be authorised to continue negotiations with Barclays and to agree and complete, on the Council's behalf, the form of Loan Agreement, Legal Charge (and such other security documents as may be required by Barclays) to be entered into with Barclays in order to complete the funding arrangements and all other ancillary and related documents required to complete the Loan Agreement and the Legal Charge and drawdown of the facility to be made available by Barclays with power to act jointly and severally in this respect in accordance with the powers provided for in Section 18 of the Statutes of the University.
- (iii) That, once approved by either or both of the above-mentioned persons, the Loan Agreement and the Legal Charge should be executed by the University under its Common Seal in accordance with the University's constitutional documents.
- (iv) That, within the terms of the loan originally agreed with Barclays, any one of the Director of Finance and the Secretary and Registrar (each an Authorised Signatory) is individually authorised to sign and execute any further notice, letter, consent or other document required in respect of the Loan Agreement and Legal Charge or the drawdown of the facility to be provided by Barclays under the Loan Agreement, and to take any action pursuant to or in connection with the same on behalf of the University as each Authorised Signatory may in his absolute discretion think fit.
- (v) That the execution of any of the Loan Agreement and Legal Charge under the University's Seal (where required) pursuant to Resolution (iii) and by any Authorised Signatory (in all other cases) pursuant to Resolution (iv) above shall be conclusive evidence of the due authorisation by the University of the execution of the same.

40 **Report on the Disability Discrimination Act (DDA) Part IV** (Agendum 25)

**Received** A report from the Disability Co-ordinator on the implications for the University of the Disability Discrimination Act (DDA) Part IV.

**Resolved** That the report on the implications for the University of the Disability Discrimination Act (DDA) Part IV be noted.

41 **Code of Professional Standards for University Administrators and Managers**  
(Agendum 26)

**Received** A report from the Secretary and Registrar

In introducing the paper, the Secretary and Registrar pointed out that an error appeared in second paragraph: the second sentence should read, 'There are other groups, including our generalist administrators who are *not* drawn from the traditional professional groups ...' He invited Council to endorse and to commend the Code to members of the administrative staff.

**Resolved** That the Code of Professional Standards for University Administrators be endorsed and commended to the members of staff concerned.

42 **Dates of committee meetings during 2002/2003** (Agendum 27)

**Received** An extract from the University's draft *Almanac* for 2002/2003 which listed the dates of the main committee meetings during the year.

**Resolved** That the provisional dates of the main committee meetings for the academic year 2002/2003 be noted.

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## Restricted agenda

### 43 Minutes (restricted) of meeting held on 13 December 2001

**Resolved** That the Minutes (restricted) of the meeting held on 13 December 2001 be approved and signed.

### 44 Matters arising

There were no matters arising from the Restricted Minutes.

### 45 The Vice-Chancellor's report

The Vice-Chancellor said that there were no matters that he wished to raise.

### 46 Report (restricted) from meeting of Senate held on 20 March 2002 (Agendum 36)

**Received** The report (restricted) from the meeting of Senate held on 20 March 2002.

**Resolved** (i) That the following appointments to Head of Department, effective from the dates shown, be approved:

Civil and Environmental Engineering	Professor W G Powrie (for up to five years from 1.8.02)
Politics	Professor A McGrew (1.1.03-31.8.03)
Social Work Studies	Ms J Powell (1.9.02-31.8.03)
Sociology and Social Policy	Professor R Pringle (1.9.02-31.8.03)

(ii) That the following senior appointments, set out in Annex 1, effective from the dates shown, be noted with pleasure:

Chair of Ocean Sciences, and Head, George Deacon Division	Professor P Burkill (1.4.02)
Director of Planning	Dr M McCaig (8.4.02)
Chair of Educational Innovation in Higher Education	Dr G Conole (22.4.02)

(iii) That the list of promotions to the grade of Senior Lecturer as set out in *Annex 2* to the report be noted with pleasure.

(iv) That, on the recommendation of the Academic and Research Staff Committee, the title and status of Professor be conferred upon the following with effect from the dates shown:

Dr L Yardley	Department of Psychology (1.2.02)
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Dr P S Little	Primary Medical Care (1.2.02)
Dr P Calder	Human Nutrition (1.2.02)
Dr M Leuschel	Electronics and Computer Science (1.2.02)
Dr P Atkinson	Geography (1.3.02)

- (v) That, on the recommendation of the Academic and Research Staff Committee, the title and status of Reader be conferred upon Dr L J Brooks and backdated to 1 February 2001.
- (vi) That the recommendation of the Nominating Committee to extend the appointment of Professor K E McLuskie as a Deputy Vice-Chancellor for two years to 31 August 2004 be approved.
- (vii) That the election by Senate of Professor A P Hamlin to the membership of Council from March 2002 until 31 July 2004 be noted.

47 **Report (restricted) from the meeting of Standing Committee of Council held on 6 March 2002** (Agendum 37)

**Received** The report (restricted) from the meeting of Standing Committee of Council held on 6 March 2002.

The Secretary and Registrar provided an update on the steps taken by Ms Mohtasham since the Special Committee had adjudicated on the case presented to it. The matter had not yet reached a final resolution because Ms Mohtasham had appealed again to the Visitor.

- Resolved**
- (i) That Council record its appreciation of the work undertaken by the members of the Special Committee and its Secretary in dealing with this difficult case.
  - (ii) That the report of the Special Committee be noted and endorsed.

48 **Post-retirement appointments** (Agendum 40)

**Received** A report from the Director of Human Resources, requesting extensions of appointment.

The Secretary and Registrar drew attention to the reference to Statute 33 in the paper; it should read Statute 32. He explained that the Statute required such requests to be supported by at least two-thirds of the members of Council. Dame Yvonne invited members to vote on the matter by a show of hands.

**Resolved** That the request for the extension of employment beyond retirement for Professor David Barker, Professor Freda Stevenson and Professor Pat Jacobs be approved, subject to the conditions set out in the paper.

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The meeting finished at approximately 6.20 pm.

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