



## Council

Date and time	Thursday 1 April 2004 at 5.00 pm
Place	The Senate Room, George Thomas Building
Present	Dame Yvonne Moores ( <i>in the Chair</i> ), Professor M J P Arthur, Ms W C Allanach, Ms B Barker, Dr W G Brooks, Professor P J Curran, Professor A D Fitt, Mr C Gordon, Professor P J Gregson, Professor A P Hamlin, Professor J K Hammond, Mr B Hudson*, Mr J B Kness, Ms V Lawrence, Professor K E McLuskie, Dr A E Mitchell, Dr M P Read, Dr B G Smith, Mr R H M Symons, Professor W A Wakeham, Mr A J Walker, Mr J Walsh* and Professor A A Wheeler
By invitation	Mr P Staniczenko, Head of Planning, and Ms N Feltham
With	The Secretary and Registrar, Acting Director of Finance, Director of Human Resources, Director of Student Services and Ms C J Gamble

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

## Unrestricted

### 26 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:

Professor Gerald Kerkut, Emeritus Professor of Neurosciences: 6 March 2004;

Ms Janette Cochrane, Head of External Projects, the Hartley Library:  
28 February 2004;

Ms Wendy McIndoe, first-year Nursing Diploma student: 13 March 2004.

### 27 Minutes (unrestricted) of the meeting held on 11 December 2003

**Resolved** That the Minutes (unrestricted) of the meeting held on 11 December 2003 be approved and signed.

28 **Matters arising**

**Schools' plans** (Minute 10.1)

The Vice-Chancellor reported that, as part of the planning and monitoring processes, work was under way to produce a set of indicators which would be used as objective measures of performance of individual groups. He anticipated that proposals would be presented to Council at its next meeting.

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

The Vice-Chancellor reported on the following items:

*The Higher Education Bill*

The Bill had passed its third reading in the House of Commons on 31 March 2004 with the core proposals in tact. It would proceed to the House of Lords where the detail of the draft legislation would be deliberated. The Vice-Chancellor said that he anticipated that concerns might be raised about how the role of the Office for Fair Access (OFFA) might impinge on universities' admissions processes. He reported that a number of universities from the group 'Campaigning for Mainstream Universities', formerly known as the Coalition of Modern Universities, had expressed their disquiet about the Bill in one of the daily broadsheets, contrary to the position adopted by Universities UK in respect of the issue.

*Fees*

The subject of the intended new arrangements for fees, set out in the recently proposed legislation, had been debated at the Senate meeting in March 2004. A set of proposals on the strategy the University should adopt would be drawn up for further discussion internally and presented, ultimately, to Council.

*Industrial dispute*

The employers' association, UCEA, and the Association of University Teachers (AUT) had agreed a way forward which, if approved by the AUT members, would resolve the current industrial dispute. The boycott of assessment of students' work by members would be suspended in the run up to the ballot.

*Corporate Strategy*

The Corporate Strategy for the University for the period 2004-2010 had been presented to the Annual General Meeting of the University Court on 16 March 2004 and had received wholehearted endorsement.

### *Regional linkages*

A number of current initiatives in collaboration with the cities of Salisbury, Southampton and Winchester in the areas of education and business had helped to improve the relations within the region.

### *BSc Sport Studies and BA Sport Management and Leadership*

In the light of the introduction of the Corporate Strategy, a review of the provision of some academic activities had been undertaken. Two such areas were the undergraduate programmes in Sports Studies and Sport Management and Leadership. Possible alternative arrangements for course provision had been explored but no decisions had been taken about the most appropriate course of action. Unfortunately the media had been informed that the University intended to effect the transfer of both undergraduate programmes to another institution during the current academic year. Consequently, students, their families and staff had expressed concern about the future of the degree programmes. The students had staged a protest demonstration which had coincided with the opening of the Jubilee Sports Centre by the Minister for Sport and Tourism.

The Vice-Chancellor reported that all the necessary steps to allay such worries had been taken, and, that once the discussions with other institutions about the eventual transfer of the courses were further advanced it would become clear what the best options were.

### *Offshore Hydrocarbon Mapping Limited*

The Vice-Chancellor reported that the University spin-out company Offshore Hydrocarbon Mapping Limited had recently been floated on the London Alternative Investment Market at an initial capitalization of £50m. Although the University had disposed of a small percentage of its holding in the company, part of which would be used for strategic purposes, it would maintain a stake in the enterprise, at least in the short term. He congratulated all those who had been involved in this very successful venture, from the inventors to the Centre for Enterprise and Innovation and IP2IPO.

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

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

Mr Hudson presented his report on the most recent activities of the Students' Union, highlighting:

- the work of Student Community Action;
- the National Blood Service's award for the continued support of the Union;
- the work of the Membership Services in respect of student representatives on University committees;

- the sporting successes of the students.

In conclusion to his report, Mr Hudson announced that his successor would be Mr Andrew Wilson, an economics undergraduate.

**Resolved** That the report be noted.

31 **Appraising the strategic options for Winchester School of Art and recommendations for consequential action** (Agendum 10)

**Received** A report, prepared on behalf of the University Executive Group, which appraised the strategic options for the Winchester School of Art and set out a series of recommendations.

The Vice-Chancellor outlined the background to the review of the Winchester School of Art (WSA). During the restructuring of the University and through the strategic performance review processes the overall position of School, including its adverse financial position, had been revealed in greater detail. The first step had been to undertake a review of the academic activities of the School and to consider what options might be pursued in the future. This report had been presented to Council at its meeting in December 2003 (Minute 14.2). All aspects – financial and non-financial – of six possible courses of action had been analysed in a subsequent report which had been discussed at length by members of the University Executive Group. Their discussions were reflected in the document before Council. The Vice-Chancellor reminded members that the record of the discussions at meetings of Senate and the Policy and Resources Committee on this subject appeared under Agendums 17 and 18.2, respectively.

The Vice-Chancellor explained that the staff of the School and the Trades Unions representatives had been fully involved in, and consulted on, the process while copies of both reports had been made available to them. He invited Professor Hamlin to present the report.

Professor Hamlin stated that the staff of the School had played an extremely valuable role in the review and their engagement in the process had been positive throughout. He outlined the approach that had been adopted to the analysis of the six strategic options presented and the key issues which had been examined. The academic activities had been reviewed in the context of the University's Corporate Strategy. Professor Hamlin drew attention first to the figures contained in Table 1, and explained that they had been used for the financial modelling exercise over the medium term, the results of which were recorded in Table A. This table also demonstrated how the contribution made by the School to the central University functions would be affected under each of the options. Any reduction in the amounts contributed by WSA to support those functions would have to be matched by a combination of an increase in contributions from the other Schools and a reduction in expenditure of the Professional Services group. The projections did not include figures for income generation over the longer period through, for example, additional research income or increased numbers of overseas students.

Referring to the section entitled 'Capital Financial Issues', Professor Hamlin said that most of the buildings and the capital equipment had been purchased with funds to which restrictions were attached in the event that they were released and considered for other purposes. The position of the University was therefore highly constrained and thus the financial impact of the disposal of these assets would be virtually neutral.

Turning to the range of other issues which had been examined, Professor Hamlin highlighted those which would affect the students, such as the quality of the education provided and graduate career prospects, and the risks of damage to the University's reputation and relationships with other bodies and organizations. The University's relationship with the Textile Conservation Centre (TCC) was governed by a separate legal agreement which did provide for the eventuality of dissolution.

The University Executive Group had assessed each of the options individually, and comparatively, and had sought to select the course of action which would fit best with the strategic direction of the University. The Group had deemed the option to consolidate the activities of the School to be the most appropriate one and recommended this to Council. If approved, this would involve, among other things, considerable restructuring to reduce staff/student ratios and to enhance the research profile.

Concluding his presentation, Professor Hamlin emphasized that the past year had been an extremely difficult one for staff at the School; now that the review process had reached completion it was vital that the next phase was embarked on with enthusiasm and optimism.

Dame Yvonne thanked Professor Hamlin for the clear and detailed exposition and invited members to comment.

In discussion a number of points were raised:

- What steps would be taken to ensure that, with the standing down of Professor Curran as Head of School, there would be no hiatus in leadership?
- To nurture the research culture at the School, an investment in staff and facilities would be required. One of the Trades Unions had drawn attention to this in its response to the review process.
- There was a risk that in consolidating the activities of the School staff might be lost who had the potential to provide the links between the restructured programme and the academic activities of other groups at the University. The option to consolidate might be less clear cut to implement than anticipated.

Professor Hamlin acknowledged that the consolidation option would be neither straightforward nor simple to introduce. Painstaking consideration would be given to the restructuring and the streamlining of the programmes and units of study. The amount of time required to complete the transition, and the complexity of its management, had not been underestimated. If Council wished to give its approval to this option, a detailed business plan would be drawn up, mapping out each stage. Monitoring of the process would be carried out through the usual line management

arrangements: Head of School, Dean of Faculty and so on. This system, together with the established system of regular financial monitoring, would alert the University to any potential difficulties or set backs.

Dame Yvonne invite members to approve the recommendation set out in the report from the University Executive Group. Members supported the proposal unanimously.

Dame Yvonne thanked Professor Curran for the role that he had played as Head of the School and Professor Hamlin for the work he had undertaken in respect of the review.

The Vice-Chancellor said that steps had been taken to find an interim Head of School and that, given Council's approval of the UEG recommendation, it would be possible to appoint Sir William Taylor as the Interim Head of the Winchester School of Art. Sir William had a long and distinguished career in higher education: he had previously served as Vice-Chancellor of the University of Hull and had acted as Interim Vice-Chancellor at the University of Huddersfield and Acting Vice-Chancellor of Thames Valley University. It was expected that Sir William would remain in office in the short term only until a permanent appointment was made.

- Resolved**
- (i) That the recommendation of the University Executive Group that the activities of the Winchester School of Art be consolidated within the University, subject to the conditions set out in the report, be approved.
  - (ii) That Council record its appreciation of the helpful and constructive approach of the staff during the review of the Winchester School of Art, and, in particular, of the work undertaken by Professor Curran and Professor Hamlin.

## 32 **Financial monitoring 2003/04** (Agendum 11)

**Received** The financial monitoring statement for the year ending 31 July 2004.

The Acting Director of Finance introduced the financial monitoring statement for the University's full economy. He drew attention to two refinements to the statement that had been introduced since it had last been presented: the analysis of the Income and Expenditure Account had been replaced by a variance column; and the full details for the Professional Services group had been included.

The financial target for the end of the year had been revised downwards from a deficit of £1.5m to £1.086m. The actual figures indicated that the variance at this point in the year amounted to £88k which was close to the target outturn.

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

33 **HEFCE recurrent grant allocation for 2004/05** (Agendum 12)

**Received** A report from the Acting Director of Finance on the grant allocation for 2004/05 from the Higher Education Funding Council for England (HEFCE).

The Acting Director of Finance presented his summary of the detail of the grant allocation for 2004/05 from HEFCE. The two main elements of the annual grant – teaching and quality of research – had been increased by approximately 3 per cent. On the expenditure side, there were however items, such as staff salaries which would increase by around 3.5 per cent, thus the Funding Council's grant was once again a challenging settlement for the University.

**Resolved** That the report be noted.

34 **Revised Health and Safety Policy** (Agendum 13)

**Received** A copy of the University Health and Safety Policy, together with an extract from the Minutes of the meeting of the Policy and Resources Committee (PRC), held on 21 January 2004.

The Vice-Chancellor introduced the Health and Safety Policy and explained that it had been revised recently to reflect the recent organizational changes, the new committee structure and various other requirements. He summarized the detail of the amendments which had been made and which were set out in the extract from the Minutes of the meeting of PRC on 21 January 2004. Overall, the modifications did not amount to a fundamental change in the policy.

The members of Council approved the revised policy unanimously.

**Resolved** That the revised Health and Safety Policy be approved.

35 **Report from the meeting of the Senate held on 17 March 2004** (Agendum 17)

**Received** The report (unrestricted) from the meeting of Senate held on 17 March 2004.

Vice-Chancellor commented that the two main sections of the report on top-up fees and the Winchester School of Art, Items 1 and 2, had been discussed as part of Agendums 4 and 10, respectively, above.

**Resolved**

- (i) That the support of Senate for the University Executive Group's recommendations in respect of the Winchester School of Art be noted.
- (ii) That the honours and distinctions reported by Senate be noted with pleasure.

36 **Report from the meetings of the Policy and Resources Committee**

36.1 **21 January 2004** (Agendum 18.1)

**Received** The report of the meeting of the Policy and Resources Committee, held on 21 January 2004.

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

36.2 **3 March 2004** (Agendum 18.2)

**Received** The report of the meeting of the Policy and Resources Committee, held on 3 March 2004.

The Vice-Chancellor drew attention to the reference to the Strategic Development Fund in section 1.2 of the report. He stated that a paper on the programme of strategic investment would be presented to the July meeting of the Council.

The Director of Human Resources presented the Human Resources Strategy, one of the input strategies to the Corporate Strategy, and explained that institutions had been requested by the Funding Council to submit their strategies by May 2004. The priorities were set out in section H of the Strategy document.

The members of Council approved the Human Resources Strategy.

**Resolved** (i) That the Human Resources Strategy, 2004-2010 be approved.

(ii) That the report from, and the decisions taken by, the Policy and Resources Committee be noted and endorsed.

37 **Report from the meeting of the Standing Committee of Council held on 3 March 2004** (Agendum 19)

**Received** The report (unrestricted) from the meeting of the Standing Committee of Council held on 3 March 2004.

The Secretary and Registrar presented the report, highlighting the section devoted to the discussion of the Students' Union Accounts for the year ended 31 July 2003. It had been a difficult trading year for the Students' Union for the reasons set out in the report. The Union was taking steps to rectify the financial position and would report back to Standing Committee of Council towards the beginning of the next academic year on the progress made. In response to a query about the wording of the report, the Secretary and Registrar confirmed that the team of professional staff in the Union were supported by the officers of the Students' Union (p2, penultimate paragraph).

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

38 **Report from the meeting of the Nominations Committee held on 21 January 2004**  
(Agendum 20)

**Received** The report from the meeting of the Nominations Committee held on 21 January 2004.

**Resolved** (i) That Dame Rennie Fritchie be reappointed to Council as Pro-Chancellor for a further term of three years from 1 August 2004.

(ii) That Dr Bruce Smith be reappointed as Vice-Chair of Council for a further term of three years from 1 August 2004.

(iii) That Dr Duckworth, Mr Jukes and Dr Read be reappointed to Council in Class 2 for a further term of three years from 1 August 2004.

39 **Senior appointments** (Agendum 24)

**Received** A report from the Secretary and Registrar on senior appointments made within the Professional Services group.

**Resolved** (i) That the senior appointments within Professional Services be noted with pleasure.

(ii) That Council record its appreciation of the work undertaken by Mr Allan Spencer in the role of Acting Director of Finance.

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The meeting finished at approximately 7.15 pm.

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