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UNIVERSITY OF GLASGOW

Court

Minute of Meeting held on Wednesday 22 April 2009 in The Yudowitz Seminar Room

Present:
Mr David Anderson General Council Assessor, Ms Susan Ashworth Employee Representative, Dr Olwyn Byron Senate Assessor, Professor Muffy Calder Senate Assessor, Professor Andrew Christie Co-opted Member, Mr Peter Daniels Co-opted Member, Ms Barbara Duffner Co-opted Member, Dr Robin Easton Co-opted Member, Professor Eleanor Gordon Senate Assessor, Mr Gavin Lee SRC President, Dr Martin Macauley Senate Assessor, Mr Jim Mackechnie Glasgow City Council, Dr Laura Martin Senate Assessor, Professor Keith Millar Senate Assessor, Mr Alex Ross Employee Representative, Mr David Ross General Council Assessor, Sir Muir Russell Principal, Professor Michael Scott-Morton Co-opted Member, Mrs Joy Travers Chancellor's Assessor (Chair), Mr Filippo Trevisan SRC Assessor

In attendance:
Professor Steve Beaumont (Vice-Principal Research & Enterprise), Mr Ian Black (Director of Human Resources), Professor Graham Caie (Clerk of Senate), Mr Robert Fraser (Director of Finance), Professor Neal Juster (Vice-Principal Strategy & Resources), Mr Jim McConnell (Director of Estates and Buildings), Ms Deborah Maddern (Administrative Officer), Mr David Newall (Secretary of Court), Professor Andrea Nolan (Vice-Principal Learning, Teaching and Internationalisation), Ms Susan Stewart (Director of Corporate Communications)

Apologies:

Members: Ms Susan Dunsmore General Council Assessor, Rt Hon Charles Kennedy MP Rector, Mr Alan Macfarlane General Council Assessor, Professor Mona Siddiqui Senate Assessor, Mr Kevin Sweeney General Council Assessor

Attenders: Professor John Coggins (Vice-Principal Life Sciences & Medicine)

CRT/2008/33. Minutes of the meeting held on Wednesday 11 February 2009
The minutes were approved.

CRT/2008/34. Matters Arising

With respect to minute CRT/2008/23 Presentations, it was confirmed that Court would be kept updated on progress against actions arising from the outcome of the Research Assessment Exercise (“RAE”). A report would be made to the June Court meeting.
CRT/2008/35. Funding for 2009/2010

Professor Neal Juster, Vice-Principal (Strategy and Resources) briefed Court on the implications of Scottish Funding Council (“SFC”) grant for the University in 2009/2010.

Headline changes in the allocation were that funding was now in two sections, a General fund and a Horizon fund. The creation of the Horizon fund had not involved a significant redistribution of resources in 2009/10, but SFC would review the use of the Horizon fund for 2010/11. The SFC intended to free up restrictions on the movement of funded student places between funded subject groups; details would be provided later in the year.

Grant funding had increased by 2.6% for Glasgow compared to the current year. The Scottish average was 3.3%. A significant amount of the difference was accounted for by the SFC’s Research Excellent Grant (“REG”) (formerly the Main Quality Research Grant or “QR”), which had been informed by the results of the RAE and where Glasgow’s increase was 0.3% compared to a Scottish average of 5.5%. In England, HEFCE’s research funding had increased by 7.7%, which if applied to Scotland would have resulted in an extra £1M for Glasgow.

An analysis of reputation, evidenced in league tables which used a linear grade point average (GPA), against Funding Council income, which was distributed using a more complex methodology, resulted in some interesting disparities. There were also differences between funding outcomes in Scotland and England because of different weightings and cost bands used. There was no guarantee that the formulae would remain the same for 2010/2011, although it was known that the Scottish and English cost bands were under review and might be harmonised.

With respect to changes in Faculty income when QR 2008 was compared to REG 2009, there was a big difference in income flow, although as a percentage of the overall SFC grant this was relatively small. The budget and planning process would involve significant discussion as to how these differences should be addressed. The SFC’s stated view was that it did not require institutions to replicate the SFC funding algorithm in their internal distribution of resources. From the University’s perspective, this would need to be balanced against Faculty expectations that funding would flow to those who had earned it.

Court noted a schedule for the development of the University’s strategic plan, which would be completed by April 2010. In the meantime action was being taken in light of the funding announcement for 2009/2010, but in line with the likely shape of the plan. Future strategy would see academic excellence and financial sustainability - both of which were influenced by a number of factors - informing the desired academic shape of the institution. Analyses of research and teaching ratings, of research investment priorities following the RAE, and of Faculty incomes, would assist in the decision making process about future investment.

Court expressed its surprise at the lack of clarity from the Funding Council about its methodology for research funding in advance of the last RAE. It believed that the research funding outcome presented a challenge with no easy solutions, and noted that significant work was being undertaken to address the issues. This included a gap analysis with a view to possible recruitment of top researchers, and a review of high level structures within the University. This would not however be done at the expense of teaching, nor would research be given less focus that at present, given the University’s wish to be a research-led institution.

Court thanked Professor Juster for the briefing.
CRT/2008/36. Report from the Principal

CRT/2008/36.1 Pay Claim
The Universities and Colleges Employers Association had recently informed the University that the Universities and Colleges Union intended to ballot its members on possible industrial action. The University was considering its response in the event of such action.

CRT/2008/36.2 Internationalisation
Court noted that Professor Andrea Nolan had coordinated the development of an internationalisation strategy for the University. The draft strategy had been endorsed by SMG and was currently being disseminated through Faculty management groups. The strategy document set the context in which the University had committed to an internationalisation strategy, and discussed how it would take forward its objectives under six key themes: 1. Student experience; 2. Research and knowledge transfer; 3. Staff; 4. Alumni; 5. Partnerships; and 6. Local engagements.

CRT/2008/36.3 Undergraduate and Postgraduate Applications for entry in 2009
Court noted the good progress which had been made against 2008 figures.

CRT/2008/36.4 SMG Away Day
The SMG had held its annual away-day on 16-17 March. Having reviewed the political and financial environment and discussed current developments in learning & teaching, research and administration, the discussion had focused on five themes, with actions agreed against each, as follows. In each case a member of SMG had been tasked with leading on the action and reporting to the Senior Management Group in July.

1. Headship and the role of leadership and succession planning
The role and selection of Heads of Academic Department would be reviewed, and this would include: measures to make the role more manageable; methods for selecting, training, supporting and retaining HoDs; succession planning and length of tenure; and consideration of the ideal size of unit.

2. & 3. Implications of the RAE and planning for the future.
The second and third themes were interrelated and would focus on the need to address the implications of the information emerging from the RAE and other sources, such as the National Student Survey, particularly given the fact that the University was entering into the new strategic planning cycle to determine the strategy for 2010-14. There was now substantial evidence to assist the SMG in making the decisions and investment choices required to shape the University to best meet its agreed goals. There were two elements (themes) to this process. The first would focus on a programme of discussions with each Faculty, Deans and Associate Deans and the Vice Principals (Learning & Teaching and Internationalisation, Research, and Strategy and Resources) to review and assess the strengths of units within Faculties and their relative significance across the University, taking account of both teaching and research and on that basis, to determine investment priorities. Notwithstanding this general review, the second theme would focus on specific units that had not performed well in the RAE or which were of particular concern to Deans. This review would seek to identify
the underlying issues affecting performance, determine what potential there was in teaching and research within the particular units and agree how they might be restructured or reconfigured to maximise and deliver this potential and so enhance their contribution to the University.

4. Performance & Development Review

The Performance & Development Review process had been introduced in all faculties in recent years. It was noted that SMG would ensure the exercise was comprehensive in its coverage. A consistent approach would be taken across faculties in setting departmental and individual objectives and in linking performance and reward, although it was noted that some flexibility was required to allow for local needs.

5. Student Retention

This University had set challenging targets to improve rates of student retention and success. Action was being taken at University level and within each Faculty to improve performance and progress would be monitored through Senate’s Education Policy & Strategy Committee and through annual reports to Court.

**CRT/2008/36.5 Student Lifecycle Project**

The contract with the preferred supplier, Oracle, was close to being signed. Resources had been identified internally in the form of a project team, which would be populated from staff across the Faculties. Court agreed that costs should be carefully monitored to keep the project within budget.

**CRT/2008/36.6 Points Based Immigration**

The University had responded well to the new immigration system in respect of staff appointments. There were continuing serious concerns about the possible detrimental impact of the new system to the recruitment of international students to the UK.

**CRT/2008/37. Report from the Rector**

Court noted that the Rector would be attending a seminar on The Role of the Governing Body of Scottish HEIs in Academic and Student Matters; and that forthcoming diary engagements, in addition to ongoing surgeries, included the 10th anniversary dinner of Student Volunteers Abroad and hosting a sponsors’ lunch and briefing at the Scottish Centre for Ecology and the Natural Environment. Court also noted that the Rector was willing to raise (via written or oral questions) any specific or more general topics at Westminster which Court might find helpful.

**CRT/2008/38. Reports of Court Committees**

**CRT/2008/38.1 Finance Committee**

**CRT/2008/38.1.1 Use of Surplus Revenue from Endowments**

The Privy Council had approved the expansion of the power of the University Court in the use of dormant endowments. The Finance Committee had agreed to recommend to Court a proposal to add to the Postgraduate Scholarship fund the capital and revenue elements, £2.061m and £1.274m
respectively, of endowment accounts which had been dormant for over 5 years. The revenue from this fund was used to provide scholarships and bursaries to postgraduate taught and research students. Court approved the proposal.

**CRT/2008/38.1.2 Impact of Economic Recession**

Court noted the significant impact of the economic recession on the University’s statutory accounting operating position after adjusting for the accounting treatment of pensions and endowments.

**CRT/2008/38.2 Audit Committee**

Court noted the report of the Audit Committee and a tabled update from the chair who had tendered apologies for the meeting. Implementation of outstanding Priority 1 and 2 Recommendations was progressing steadily and the situation had improved compared to 18 months ago. The Audit Committee Self Assessment Evaluation had been a very enlightening exercise which had highlighted University activities with which the Committee had previously not been familiar. There was a feeling on the Audit Committee’s part that it was not close enough to the University’s business. Committee members were scheduled to hold a special session, with no executive officers present, to consider the Committee's future direction.

Court agreed a proposal that the Audit Committee take forward a comparison of governance practice at Glasgow compared with the CUC Code of Practice, as it has already requested the internal auditors to undertake a similar exercise for the audit code.

**CRT/2008/38.3 Human Resources Committee**

**CRT/2008/38.3.1 Key Performance Indicators**

Court considered and agreed a proposed list of KPIs for the Human Resources aspects of the University.

**CRT/2008/38.3.2 Remit of Human Resources Committee**

Recommendations for a revised remit for the Human Resources Committee would be made to the June meeting of Court.

**CRT/2008/38.1.3 Staff Attitude Survey**

Mr Ian Black briefed Court on the outcomes of the Staff Attitude Survey.

The purpose of the survey had been to measure staff involvement, commitment and wellbeing, to determine actions for building on favourable findings and addressing weaknesses, and to enable comparisons to be made with the 2007 survey findings to look for continuous improvement.

All questions had been analysed by gender and job family, with breakdowns by Faculty available. The outcomes would be discussed with Faculties and the aim was to allow management to identify areas for targeted action, for example a certain job family in a certain Faculty. The unions would also be involved in discussing the outcomes.
The survey had been held early 2009, with a response rate of 33%, compared to 20% in 2007 and to a Russell Group range of 20 to 60%. All eleven of the University’s Key Performance Indicators for the exercise had improved, and HSE benchmark indicators had also generally improved. Findings were that staff were loyal and happy; departmental communications were good; and staff talked frequently to management about work. Staff would like more praise for a job well done, in particular within certain categories of staff. Areas for improvement included workload management, and there was some Faculty variation which required examination.

It was agreed that future surveys should consider whether the questions asked were about issues which were genuinely of importance to staff when it came to their job satisfaction and commitment to the institution.

Mr Black agreed to provide a summary of actions and progress against them to the Human Resources Committee for its September meeting; the details would be provided to Court via the HR Committee’s report at that time.

Court thanked Mr Black for the briefing.

**CRT/2008/38.4 Estates Committee**

Court noted the report of the Estates Committee, in particular that the purchase of Cooperage Place had completed on 10 March 2009 and that the building would in future be called the MacLay Residence; the anticipated earlier completion of CP99/380 Small Animal Hospital (SAH) on 30 April 2009; and the Estates Committee’s approval to proceed with the demolition of the Alexander Stone Building and the John Paul Suite at Garscube Estate.

Court noted and endorsed the Estates Committee’s approval of Capital Projects relating to the Library Environmental Improvement Works (Level 3); to the East Registry Refurbishment, Gilbert Scott Building; and to the Stevenson Building Changing Facilities.

**CRT/2008/38.5 Health, Safety and Environment Committee**

Court noted that Professor Charles Wilson, Regius Professor of Chemistry, had agreed to take over convenorship of the Committee, and that there continued to be a significant number of vacancies for management and trade union appointed members. The management (Court-appointed) vacancies would be advertised internally.

Court approved a revised remit for the Health, Safety and Environment Committee, subject to the addition of the Committee’s role in advising Court on Health and Safety matters.

**CRT/2008/38.6 Nominations Committee**

**CRT/2008/38.6.1 Audit Committee**

Court approved the recommendation of the Nominations Committee that Mr Neil Menzies and Mr Paul Brady be appointed as members of the Audit Committee, replacing Mr Tom O’Connell and Mr Scott Cairns. The appointments would in each case be for a period of four years, commencing 1 May 2009.
CRT/2008/38.6.2 Estates Committee

Court approved the recommendation of the Nominations Committee that Mr Morris Murray be appointed as a member of the Estates Committee, to replace Mr Norman Berry. The appointment would be for four years, commencing 1 May 2009.

CRT/2008/38.6.3 University of Glasgow Pension Scheme Trustees

Court approved the recommendation of the Nominations Committee that Mr David Anderson, General Council Assessor on Court, be appointed as member and chair of the trustees to replace Mr Craig Reede, starting with the next meeting, at the end of May 2009. Mr Anderson's period of appointment would be co-terminous with his membership of Court, running until 31 July 2012.

CRT/2008/39. Update from Research Planning and Strategy Committee

Professor Michael Scott Morton briefed Court on the activities of the Research Planning and Strategy Committee. The Committee had had productive discussions on areas of research and teaching strength. There was an acknowledgement that the present Faculty structure might not be ideal, given for example the increase in interdisciplinarity, and that the University could not be all things to all people. As such, choices would need to be made; this would be done through dialogue with the Faculties. Court would be kept updated on progress.

CRT/2008/40. Report from the Secretary of Court

CRT/2008/40.1 Redundancy Committee - University Health Service

At its February meeting Court had approved the establishment of a Redundancy Committee and Structural Change Committee to look at matters relating to the University Health Service. Court approved the recommendations contained in the report of the Redundancy Committee, which were that the posts of five medically qualified staff were redundant from 31 July 2009; that seven members of staff in other categories (occupational health, nursing and administrative) should be considered for redeployment in the terms proposed by the Structural Change Committee; and that those members of staff not successful in thus securing alternative posts be made redundant with effect from 31 July 2009.

CRT/2008/40.2 Universities Design and Print

Court noted a report on the future of Universities Design & Print, a joint Glasgow/Strathclyde facility currently managed by the University of Strathclyde. In view of the financial difficulties faced by this unit, Strathclyde intended to reduce its size significantly. The report proposed that Glasgow University retain a central photocopying facility on the Gilmorehill Campus, managed by the University Library, and employing three members of staff. Five Glasgow staff were currently employed by Universities Design & Print, each of whom should be considered for possible deployment in the new Glasgow University unit, with those staff not successful being made redundant with effect from 31 July 2009. Court approved the recommendations contained in the report, as follows:

1. That job descriptions would be prepared for the 3-person team, to be embedded within the Library from 1 August 2009, and interviews would be
held to establish which of the current five Glasgow University employees had the most relevant skills for the three posts;

2 That for the two members of staff not be retained in this way, the University would seek to mitigate the impact of redundancy, and in particular would explore opportunities for redeployment within the University. All five employees had been advised at this stage that they should put their CVs on the Job Seekers' Register;

3 That in view of the context in which redundant colleagues at Strathclyde were being offered enhanced severance terms, the Remuneration Committee would be asked to consider an enhancement to the statutory redundancy payments for those staff (a maximum of 2) for whom the University was unable to identify a suitable redeployment opportunity.

CRT/2008/40.3 Guide for members of higher education governing bodies

Court noted that the Committee of University Chairs had recently updated its Governance Code of Practice. Two CUC publications had been circulated to members, one setting out the Governance Code of Practice and General Principles and the other incorporating the Code and General Principles and including factual information on the constitutional arrangements for universities in each of the UK's nations.

Court had already agreed that the Audit Committee take forward consideration of how governance practice at Glasgow compared with the CUC Code of Practice.

CRT/2008/40.4 Grievance Stage 2 Appeals

Court noted that a Stage 2 Grievance Committee had been set up to consider a grievance in the Arts Faculty and that the appeal had not been upheld.

Court noted that a Stage 2 grievance had been received from a member of staff in Central Services and that a committee had been established to investigate the grievance.

CRT/2008/40.5 SRC Elections

Court noted that the following candidates had been successful in the Spring 2009 SRC elections and would take up sabbatical officer posts on 1st July 2009:

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<thead>
<tr>
<th>Role</th>
<th>Candidate</th>
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<tbody>
<tr>
<td>President</td>
<td>Laura Laws</td>
</tr>
<tr>
<td>VP (Media &amp; Communications)</td>
<td>(Vacant Seat)</td>
</tr>
<tr>
<td>VP (Learning &amp; Development)</td>
<td>Morven Boyd</td>
</tr>
<tr>
<td>VP (Student Support)</td>
<td>Sophie Hall</td>
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**CRT/2008/40.6 GUSA Constitution**

Court noted that the Secretary of Court had approved amendments to the constitution of the Glasgow University Sports Association (GUSA), designed in particular to clarify the authority of the GUSA Council regarding disciplinary procedures that it might initiate, in certain circumstances, against members of the Association or member clubs.

**CRT/2008/40.7 Ordinance**

Court noted that the Privy Council had approved University Ordinance 203 - Use of Surplus Endowment Revenue. This allowed the University to determine how to use endowment funds in situations where the original terms of the endowments were inoperable.

**CRT/2008/40.8 Court Induction Day**

A Court Induction Day had been arranged for 9 October. A Strategy day would be arranged for later in the year.

**CRT/2008/40.9 Ethical Investment Policy**

Court noted that Dr Robin Easton would be convening a Court working group that would consider the University's current ethical investment policy, having regard to the investment policies adopted by other organisations, and report to the October meeting of Court. The other members of the working group were Susan Ashworth, Susan Dunsmore, Eleanor Gordon and Gavin Lee.

Mr David Ross, chair of the Investment Advisory Group, noted that the University reported openly on its direct investment of endowment and pension funds. However investment managers often placed funds with unit trusts, which could involve funds then being invested indirectly in other organisations. Should the review group formulate recommendations for a new investment policy, it would be important for it to consider the practicalities of implementing the policy.

**CRT/2008/40.10 Glasgow University Rugby Football Club**

Court had been advised in February that an appeal had been received against its decision to suspend the Rugby Club from representing the University and from using the facilities of the University with effect from 1 January 2009. The appeal was being heard by a panel of senior Senate members convened by Professor Paul Bishop, former Senior Senate Assessor for Discipline.

**CRT/2008/40.11 Dean, Faculty of Law, Business and Social Sciences**

Court noted that Professor Mike French, of the Department of Economic and Social History, had been appointed as Dean of the Faculty of Law, Business and Social Sciences to succeed Professor Noreen Burrows for a period of four years commencing 1 August 2009.

**CRT/2008/40.12 Deputy Dean, Faculty of Education**

Court noted that Professor Bob Davis had been appointed as Deputy Dean of the Faculty of Education, for the duration of Professor Conroy’s Deanship of the Faculty.
CRT/2008/40.13 Management Appointments

Court noted that the Secretary of Court had approved the following management appointment on Court's behalf:

Headship of the Department of Archaeology
Dr Jeremy Huggett to be reappointed for a further two years from 1 August 2009 to 31 July 2011

Headship of the Department of Central & East European Studies
Professor David Smith for the period 1 August 2009 to 31 July 2013

Headship of the Department of Civil Engineering
Professor Simon Wheeler to be reappointed for a further year from 1 August 2009 to 31 July 2010

Headship of the Department of Electronics & Electrical Engineering
Dr Scott Roy for the period 1 August 2009 to 31 July 2013

Headship of the Department of English Language
Professor John Corbett for the period 1 August 2009 to 31 July 2013

Headship of the Department of Geographical & Earth Sciences
Professor Trevor Hoey to be reappointed for a further two years from 1 August 2009 to 31 July 2011

Headship of the Department of Music
Dr Nick Fells from 1 August 2009 until 31 July 2010; Professor Bill Sweeney from 1 August 2010 until 31 July 2012; and Dr Nick Fells from 1 August 2012 until 31 July 2016

CRT/2008/40.14 Appointing Committees for Headship of Department

Court noted that the following appointing committees had been approved for a Headship of Department where the current Head would demit office on 31 July 2009; the outgoing Head was indicated:

Central & East European Studies (Rebecca Kay)
Professor Noreen Burrows (convener)
Professor Muffy Calder (Senate Assessor)

School of Law (Professor Tom Mullen)
CRT/2008/41. Any Other Business

There was no other business.

CRT/2008/42. Date of Next Meeting

The next meeting of the Court will be held on Wednesday 24 June 2009 in the Forehall at 1.30pm

Dates for the 2009/2010 Session are

- Wednesday 7 October 2009
- Wednesday 16 December 2009
- Wednesday 10 February 2010
- Wednesday 14 April 2010