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UNIVERSITY OF GLASGOW

Court

Minute of Meeting held on Wednesday 24 June 2009 in The Chapel Forehall

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, Ms Susan Dunsmore General Council Assessor, Dr Robin Easton Co-opted Member, Professor Eleanor Gordon Senate Assessor, Rt Hon Charles Kennedy MP Rector, Mr Gavin Lee SRC President, Dr Martin Macauley Senate Assessor, Mr Alan Macfarlane General Council Assessor, 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, Professor Mona Siddiqui Senate Assessor, Mr Kevin Sweeney General Council Assessor Mrs Joy Travers Chancellor's Assessor (Chair), Mr Filippo Trevisan SRC Assessor

In attendance:
Professor Steve Beaumont (Vice-Principal Research & Enterprise), 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: Cllr Jim Mackechnie Glasgow City Council
Attenders: Mr Ian Black (Director of Human Resources), Professor Graham Caie (Clerk of Senate), Professor John Coggins (Vice-Principal Life Sciences & Medicine)

CRT/2008/43. Announcements
Court welcomed Ms Laura Laws, the SRC President elect, as an observer.
Court noted that five of its members, and one of its attenders, were attending their final meeting. It thanked Sir Muir Russell, Mr Gavin Lee, Professor Mona Siddiqui, Dr Martin Macauley, Dr Laura Martin and Professor John Coggins for their contributions to Court and wished them well in the future.

CRT/2008/44. Presentation
Professor Neal Juster, Vice Principal Strategy and Resources, gave a presentation on the University budgetary position for 2009/10 to 2011/12.
A management accounting surplus of £4m was forecast in 2009/10. However, the statutory accounting surplus, which took account of the impact of FRS17 (the accounting treatment for retirement benefits such as pensions) and of endowments (where falling dividend payments meant that endowment expenditure would exceed endowment income), was forecasting at only £600k. The FRS17 position remained volatile, the endowments position less so with some discretion available in terms of expenditure, but it remained difficult.

The budget included significant overseas student growth at 17.7%, although this remained behind the KPI agreed in 2006. The budget also included research revenue growth at 18% resulting in a £3.6m increase in gross research contribution; a 3% salary uplift; an increase in USS pension contributions of 2%; new posts at £3.7m, aligned to the University’s strategic aims; a £1m reduction in consumables; a £14m average for maintenance across 2008/09 to 2011/12, with £1.0m of 2009/10 expenditure advanced into 2008/09; £33m for land and buildings; £5m for equipment; and £4.8m for systems, the main ones being the Student Lifecycle Project, the Human Resources/Payroll project and telephone replacement.

The key sensitivities in the budget were a potential reduction in overseas fees arising from fewer overseas students than anticipated, and research income growth predictions not being met. These risks were being mitigated by the potential saving on the 3% salary uplift and by vacancy savings. Longer term risks on redistribution of the SFC Horizon Fund, reduction in recurrent SFC funding and the University of Glasgow Pension Scheme actuarial valuation had not been included for 2009/2010 and needed to be quantified, all impacting on 2010/11 and beyond.

In partnership with the Faculties, the University was addressing in a measured way the challenges posed by the financial outlook, including the uncertainties about future funding. Detailed analysis of RAE results, and teaching ratings as evidenced in league tables, had been undertaken, with a view to reshaping activity. Reviews of Modern Languages, Engineering and Sociology were to take place, aimed at assisting growth and possible reconfiguration in these disciplines. Deans were identifying areas for investment in teaching, and were supporting and developing research based on a three-tiered rating system arising from RAE outcomes, details of which were provided to Court; Deans were also considering which activities might cease. This would be the subject of consultation with stakeholders, if decisions were made to withdraw from certain fields. Interdisciplinarity would feature more strongly in future strategy, in line with Research Council funding priorities. The University would continue to monitor and address external influences such as cyclical trends in job markets.

The Senior Management Group would be reviewing progress and prioritising actions to be taken, ahead of Court contributing to the strategic plan’s development at a meeting in October.

In terms of the position if the identified key risks did impact financially and alternative measures were needed, Court was advised that further reviewing of the shape of the University would need to be considered. However, the strategic investments made by the University had been made in areas where income generation would occur, or where an activity was already successfully established with good growth.

Court thanked Professor Juster for the presentation.

Court approved the 2009/10 budget. Court noted the forward financial projections, which would form the basis of the return to the Funding Council.
CRT/2008/46. Matters Arising

There were no matters arising.

CRT/2008/47. Report from the Principal

CRT/2008/47.1 Strategic Plan, 2010-14

The Senior Management Group had had an early discussion with Neal Juster on the timescale for reviewing the University's Strategic Plan and on the nature of the consultative exercise that would be undertaken. The new Strategic Plan would be prepared for final consideration by Court in April 2010.

CRT/2008/47.2 Universities Superannuation Scheme

Court had been advised in February of the need for the University to provide for an increase, from 14% to 16%, in the employer's contribution to the University's Superannuation Scheme, with effect from 1 October 2009. The trustees of the scheme were now commencing a consultative process, with employers and employee representatives, on the future shape of the USS including its benefits structure into the future, and would identify possible alternative approaches.

CRT/2008/47.3 Internationalisation: Gap Analysis

The University had recently commissioned a consultant to undertake a gap analysis, identifying how Glasgow performed in international markets relative to competitors. 14.1% of the University’s students were from overseas (EU and non EU) and this compared with an average figure of 19.7% for the 10 selected benchmark institutions, based on 2007/08 figures. The analysis supported the recent decision to strengthen the University's international marketing and student recruitment activity, as more recent figures indicated a growth in numbers. Some success was being observed against the target of raising international numbers from 10% to 20% of the student population.

CRT/2008/47.4 Recruitment

Numbers of applications had been strong and it was not expected that the University would enter the Clearing system for home undergraduate places in the current year, except possibly for Dumfries and Education.

CRT/2008/47.5 Home Office visa system

The Home Office position on visas for students had improved, with greater flexibility available, for example for those attending courses which lasted more than three years and for those requiring pre-course summer school tuition in English Language.

CRT/2008/47.6 Employability

Despite the current economic climate, the Careers Service was reporting good numbers of employment vacancies on its records. However, graduates were needing to be more flexible about careers choices.
CRT/2008/47.6 H1N1 virus (Swine Flu)

The examination period had passed with no flu related problems, but given the virus’s ongoing existence, and possible re-emergence in a different form in the autumn, a University group would continue to monitor the situation over the summer. Where possible, contingency and business continuity plans were being developed for learning environments and essential services. The University would however be subject to Government requirements, for example relating to closure if this was deemed necessary by the Health Board.


Court noted that the Rector had participated in a number of events including Commemoration Day, a benefactor event at SCENE and the end of year graduation at the University Nursery.

CRT/2008/49. Reports of Court Committees

CRT/2008/49.1 Finance Committee

CRT/2008/49.1.1 University Budget 2009/2010

Court had approved the University budget following Professor Juster’s presentation.

CRT/2008/49.1.2 Expenses Procedure

Court approved a revised expenses policy.

CRT/2008/49.1.3 Accounting Policy for Equipment and Software

Court approved changes to the accounting policy for equipment and software, relating to capitalisation.

CRT/2008/49.1.4 Update to Financial Regulations

Court approved a change to the Financial Regulations to formalise the policy for reverting potential bad debts to the relevant department.

CRT/2008/49.2 Audit Committee

Court noted the report of the Audit Committee. Kevin Sweeney reported that two new members of the Committee had attended their first meeting, and that the auditors were scoping instructions for a comparison of University practice against CUC guidelines on governance, which would be agreed with the Secretary of Court prior to proceeding.

Kevin Sweeney agreed to review the method of working of the internal auditors, with a view possibly to expanding the present topic-by-topic approach and to have a rounder approach to business. He would discuss the matter with the Committee and the auditors and report back to Court.
**Action KS**

**CRT/2008/49.3 Human Resources Committee**

**CRT/2008/49.3.1 Remit of Human Resources Committee**
Barbara Duffner explained that the revised remit linked the work of the Human Resources Committee better with the University’s strategy, provided greater focus on governance and on KPIs, and less focus on individual policies. Court approved the revised remit.

**CRT/2008/49.3.2 Key Performance Indicators**
Court noted that the Human Resources Committee would be reviewing KPIs in the autumn prior to a report being made to Court.

**CRT/2008/49.3.3 Performance and Development Review**
Court noted that a common timetable for completing P&DR had been agreed for September each year. A template for P&DR had been provided to Deans and the Secretary of Court for use.

**CRT/2008/49.3.4 New Model Statute**
Court noted that a co-ordinated approach to the Privy Council was being taken by Glasgow and Edinburgh Universities with respect to updating written procedures for the formation, regulation and termination of employment contracts. An outline plan had been developed to revoke current ordinances related to these issues and to replace them. Consultation would take place with the unions. The Human Resources Committee would be updated with any further progress but the timescales from the Privy Council could be up to a year.

**CRT/2008/49.4 Estates Committee**

**CRT/2008/49.4.1 Key Performance Indicators**
Court noted KPIs provided in respect of estates matters.

**CRT/2008/49.4.2 Estates Committee business**
Court noted the report of the Estates Committee, in particular: that the draft Carbon Management Plan had been discussed at Estates Committee and would come to Court for approval following further revision; Estates Committee’s approval of CapEx Applications in respect of Anderson College (GIC Phase 2) and the Queen Elizabeth Building Redevelopment; the handover of the Small Animal Hospital on 30 April 2009; and the risks to the University’s business continuity in terms of its existing telephone system during the procurement process for the replacement system.
CRT/2008/49.5 Health, Safety and Environment Committee

Court noted that a revised remit for the Health, Safety and Environment Committee had been finalised. The Committee’s thanks to its outgoing chair, Professor Alan Cooper, were noted.

CRT/2008/49.6 Nominations Committee

Court noted that Nominations Committee had agreed on the actions that should be taken to fill various positions falling vacant on Court over the summer, and that it would report to the next meeting of Court with recommendations.

Court noted that the Nominations Committee had agreed to advertise the position that would be made vacant through Andrew Christie’s departure from Court.

Court noted that the Nominations Committee had discussed identifying the next senior lay governor of Court. The Nominations Committee’s proposal was that Court invite Norman Berry and Andrew Christie, as experienced recent/current governors, jointly to approach the current lay membership in order to establish who would be interested in succeeding Joy Travers as senior lay governor, and who would have the confidence of his/her lay colleagues to serve in this role. They would report to Court in October, recommending the appointment of a senior lay governor to succeed Joy Travers with effect from January 2010. Court agreed this approach.
CRT/2008/50. Report from the Secretary of Court

**CRT/2008/50.1 Grievance Stage 2**

Court noted that a Stage 2 Grievance Committee had been set up to consider a grievance from a member of staff in Central Services. The grievance had been partly upheld.

**CRT/2008/50.2 Glasgow University Rugby Football Club**

Court had been advised in April that an appeal by the Rugby Club, against Court’s decision to suspend it from representing the University and from using the facilities of the University, was being heard by a panel of senior Senate members. The appeal had not been upheld. GUSA would discuss any ongoing associated matters with the Club.

**CRT/2008/50.3 Court Strategy Day**

A Court Strategy Day would take place on 9 October, to enable Court members to contribute to the development of the University’s strategic plan. The induction day previously advised as being on 9 October would be arranged for another date in the autumn. It was intended to invite members of the Audit Committee and of the General Council to join new Court members at the Induction Day.

**CRT/2008/50.4 SFC Strategic Dialogue**

The Scottish Funding Council would visit the University on 4 June 2010 as part of its ongoing programme of strategic dialogue with colleges and universities. The University would be expected to field a team of senior executive officers and senior governors.

**CRT/2008/50.5 Senate Assessors on Court**

The June meeting of Court was the last at which Martin Macauley, Laura Martin and Mona Siddiqui would be present as Senate Assessors. Keith Millar would end his term on Court in December 2009. As set out in the Communications to Court from Senate, three of these positions would be filled by Professor William Martin, Dr Alan Owen and Dr Gordon Hay. An election would be conducted in order to fill the remaining vacant position.

**CRT/2008/50.6 Management Appointments**

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

*Headship of the School of Law*

Professor Rosa Greaves for the period 1 August 2009 to 31 July 2013. Professor Lindsay Farmer would be the deputy head during this period.
Headship of the Department of Chemistry
Professor Charles (Chick) Wilson for the period 1 August 2009 to 31 July 2013.

CRT/2008/50.7 Appointing Committees for Headship of Department
Court noted that the following appointing committees had been approved; the outgoing Head or postholder was indicated:

Associate Dean (Clinical Operations), Faculty of Veterinary Medicine (Professor Stuart Carmichael)
Professor Stuart Reid (convener)
Professor Muffy Calder (Senate Assessor)

Chemistry (Professor David Jackson)
Professor John Chapman (convener)
Professor Mona Siddiqui (Senate Assessor)

CRT/2008/50.8 Iona Cathedral Trust
The Principal was currently *ex officio* a Trustee of the Iona Cathedral Trust, which retained an active interest in the cathedral’s buildings and their future, responsibility for maintenance and management having passed to Historic Scotland. A recent Trustees meeting had agreed that a more modern framework for the Trust was desirable. This would include allowing a number of *ex officio* trustees, including the Principals of the four ancient Scottish universities, to resign both in an individual capacity and on behalf of future Principals. A Deed of Variation of the original Trust had been drafted, with a clause allowing such resignations on condition that the incumbent Principal sign a minute of resignation in a personal capacity and on behalf of successors in office, and on condition that a minute be provided indicating that the governing body of the Principal’s institution had authorised such resignation on behalf of the successors in office. Court approved such a clause, permitting resignation on behalf of future Principals.

CRT/2008/51 Communications from Meetings of Senate 30 April and 4 June 2009
Court approved Senate’s endorsement of recommendations of the Honorary Degrees Committee to award Honorary Fellowships of the University to Mr Norman Berry and Mr W Graeme Knox

Court noted the Secretary’s of Court’s approval of standard dates of session and proposed dates of session for the Faculty of Medicine – Nursing & Health Care and for the Faculty of Veterinary Medicine for 2009/10 and provisional dates for 2010/11.
CRT/2008/52. Any Other Business

There was no other business.

CRT/2008/53. Date of Next Meeting

The next meeting of the Court will be held on Wednesday 7 October 2009 at the Vet School

Other dates for the 2009/2010 Session are

Wednesday 16 December 2009
Wednesday 10 February 2010
Wednesday 14 April 2010
Wednesday 23 June 2010