Court

Minute of Meeting held on Wednesday 15 February 2012 in the Senate Room

Present:

Mr David Anderson General Council Member, Ms Susan Ashworth Employee Representative, Mr Peter Daniels Co-opted Member, Ms Susan Dunsmore General Council Member, Dr Robin Easton Co-opted Member, Dr Gordon Hay Senate Member, Ms Amy Johnson SRC Vice President Student Support, Mr Kenneth Law SRC Member on Court, Mr Alan Macfarlane General Council Member, Mr Murdoch MacLennan Chancellor’s Representative, Professor William Martin Senate Member, Ms Margaret Morton Co-opted Member, Professor Anton Muscatelli Principal, Dr Alan Owen Senate Member, Professor Miles Padgett Senate Member, Mr Alex Ross Employee Representative, Mr David Ross General Council Member (Convener of Court), Professor Michael Scott-Morton Co-opted Member, Professor Adrienne Scullion Senate Member, Dr Donald Spaeth Senate Member, Mr Kevin Sweeney General Council Member

In attendance:

Professor Anne Anderson (Head of College of Social Sciences and Vice-Principal), Mr Ian Black (Director of Human Resources), Professor John Chapman (Head of College of Science & Engineering and Vice-Principal), Professor Frank Coton (Vice-Principal Learning & Teaching), Professor Neal Juster (Vice-Principal Strategy & Resources), Ms Deborah Maddern (Administrative Officer), Mr David Newall (Secretary of Court), Professor Andrea Nolan (Senior Vice-Principal), Professor Murray Pittock (Head of College of Arts and Vice-Principal), Ms Susan Stewart (Director of Corporate Communications)

Apologies:

Members: Mr Ken Brown Co-opted Member, Professor Eleanor Gordon Senate Member, Rt Hon Charles Kennedy MP Rector, Cllr Jim Mackie Glasgow City Council Representative

Attenders: Professor Steve Beaumont (Vice-Principal Research & Enterprise), Professor Graham Caie (Clerk of Senate and Vice-Principal), Professor Anna Dominiczak (Head of College of Medical, Veterinary and Life Sciences and Vice-Principal), Mr Robert Fraser (Director of Finance)

CRT/2011/23. Announcements

Ms Susan Ashworth, who had been reappointed as Employee Representative, was welcomed back to Court.

CRT/2011/24. Minutes of the meeting held on Wednesday 14 December 2011

The minutes were approved.

CRT/2011/25. Matters Arising

With regard to minute CRT/2011/16.2 Senate Communications Working Group, Court noted that there was an updated version of the recommendations from the Senate Communications
Working Group and that this would be circulated by Senate Office for the next meeting of Court.

With regard to minute CRT/2011/17.3 Student Lifecycle Project/MyCampus, Court would receive an update in April on the Lessons Learned report for the Student Lifecycle Project, including progress on implementation of the recommendations of the report.

**ACTION DN**

**CRT/2011/26. Report from the Principal**

**CRT/2011/26.1 Review of Restructuring- Action Plan**

At its December meeting, Court had received a report on the first year assessment of Restructuring, which had included input from staff surveys. Court had had particular concerns about the staff survey feedback on improvements to the decision making process and on communication above local level. Court heard from Professor Nolan that the project team had started work on the seven main commitments arising from the review. A full report and action plan would be made to the April meeting of Court.

Mr Anderson noted the intention to brief Court on, inter alia, internal communications strategy at the April Court and asked when Court would be briefed on the external communications strategy. It was agreed that that briefing for Court should take place before the Court meeting in April.

It was confirmed that staff would receive communications about the ongoing process. It was noted that the University’s Staff Attitude Survey would be launched shortly. Questions would cover the 11 main HR Key Performance Indicators and standard national Health and Safety Executive questions, including communications, as was the case in the last Staff Attitude Survey, so that responses could be compared.

**CRT/2011/26.2 Investment Priorities**

The SMG had received an outline of the investment priorities discussed by budget holders during the preliminary budget meetings held in December 2011, together with recommended actions aimed at enabling the University to meet its objectives contained in Glasgow 2020: a Global Vision, set within the context of a reasonably positive financial position. The SFC indicative grant letter for 2012-13, issued in December 2011, had enabled forecasts to be updated with more accurate SFC income information, with a net impact of an extra £3.4m of income in 2012-13 over the previous forecast. This, together with the savings made against the University’s budget plan, had enabled the SMG to agree investment proposals in areas of strategic importance for immediate action, including posts associated with the REF and the expansion of Postgraduate programmes. The investments within financial year 2011-12 were manageable within the previously approved annual budget. Court would receive the normal budget presentation for the forthcoming financial year, in June.

**CRT/2011/26.3 Student Applications and Admissions**

Court noted that data from the 2012 Applications cycle had shown a strong increase in applications to Glasgow for both Undergraduate and Postgraduate qualifications, from both UK and international applicants.
Court noted a summary of some of the main activities in which the Principal had been involved since the last meeting of Court, covering internal and external activities beyond daily operational management and strategy meetings. The activities were under the broad headings of: Academic Development and Strategy; International Activities; Lobbying/Policy Influencing and Promoting the University; and Internal activities and Communications.

CRT/2011/27. Report from the Secretary of Court

CRT/2011/27.1 Review of Higher Education Governance
The report of the Review of Higher Education Governance, chaired by Professor Ferdinand von Prondzynski, had been issued to Scottish Ministers on 16 January and published on 1 February. It was understood that the Cabinet Secretary intended to discuss and consult with the Higher Education sector later in 2012, with a view to introducing draft legislation to Parliament in the autumn.

A presentation summarising the report had been made at the pre-Court briefing. Court agreed that a working group should be established, to include staff, student and lay representation, to assist in formulating input any input from Court to the Cabinet Secretary's discussion and consultation process. The Convener of Court would discuss membership of the group with the Senior Senate Assessor and the SRC President.

Professor Martin asked if two members of Senate might join the group, possibly in addition to Senate Assessor members. In discussion, Court noted that the submission to the Review Panel had been made on behalf of the Court and that the working group would essentially be considering any input from Court to any further consultation. Court agreed that it would be helpful to have the views of Senate and it was suggested that at the next meeting of Senate David Newall should brief Senate on the outcome of the review, as he had done for Court members at the pre-Court meeting. Court considered that a more appropriate way of seeking Senate's views would be to approach all members of Senate. Court members hoped that input from Senate might be such that a single University response to the review could be submitted.

ACTION DN

CRT/2011/27.2 Western Infirmary Site B
Discussions had continued with the Health Board over the University's possible acquisition of Western Infirmary Site B. Court had created a Project Group of executive and lay officers to oversee the acquisition of Site A. Members of that group would be kept briefed on discussions with the Health Board on Site B. It was hoped a transfer of the site could be concluded by 30 June, with the broad terms of the agreement similar to that for Site A.

CRT/2011/27.3 Stevenson Building Extension/Glasgow University Union
At its October meeting, Court had noted Estates Committee's approval in principle of the proposed Stevenson Building Extension, subject to satisfactory plans being developed to address Glasgow University Union's needs for a suitable social facility to replace the Hive extension. University officials had discussed this matter with officials of the GUU, and with a firm of Architects, who had developed outline proposals for the Stevenson extension and for associated works to improve GUU's accommodation. Court had heard further details at the pre-Court briefing on 14 December.
Work was continuing with GUU to determine the best option for this project in terms of the facilities that required to be provided and the financial implications for the University and the Union. Court would be updated at its next meeting.

**CRT/2011/27.4 Open Programme Update**

At its June 2011 meeting, Court had endorsed the recommendation of the consultation panel that the University should continue to provide courses through the Open Programme, but that a robust business model should be established.

The Open Programme had now been embedded within the work of University Services, and a business plan for the Programme was included within the draft budget and financial projections that had been prepared for University Services and would form part of the budget proposal to Court in June. In line with Court's decision in June 2011, the Business Plan for the Open Programme involved it achieving a break-even position (i.e. with no continuing reliance on SFC grant income) by 2014/15.

**CRT/2011/27.5 Senate Assessors on Court**

Professor Miles Padgett and Dr Don Spaeth would both be members of Court until 31 July 2015 and not for 3 years from their dates of election, as had been previously reported.

**CRT/2011/27.6 Employment-related Tribunal / Grievance**

Court noted summary details of an employment-related tribunal and a grievance.

**CRT/2011/27.7 Ethical Principles behind the Acceptance and Refusal of Donations**

Court approved a statement of ethical principles, noting that it was subject to minor textual amendments.

**CRT/2011/27.8 Induction Session for Court members**

An induction session would be held on 2 March.

**CRT/2011/27.9 University Directorships**

Audit Committee had recently asked that Court keep under review Directorships of wholly owned subsidiary companies. The current directorships were:

- GU Heritage Retail Ltd: John Wright, Neil Campbell, David Gaimster, David Newall
- GU Holdings Ltd: Steve Beaumont, Neal Juster, John Lumsden, Michael Scott-Morton

**CRT/2011/27.10 Resolution**

The following draft resolution had been approved and was with the Senate and General Council for comment

DRAFT RESOLUTION OF THE UNIVERSITY COURT OF THE UNIVERSITY OF GLASGOW No. 653 - CHANGE OF NAME OF THE CHAIR OF GREEK
CRT/2011/28. Internationalisation Strategy – Mid Term Review

Professor Andrea Nolan briefed Court on the mid-term review of the Internationalisation strategy.

The strategy had been developed in the context of the University’s strategic plan, to highlight the institution’s international ambition and provide a framework for the development of international activity to enhance global reach and reputation.

The initial focus had been on the Student Experience and on Partnerships. The latter were being strengthened through building sustainable alliances with a small number of well-matched, highly regarded organisations that shared common aims and interests. The international student community was being grown and diversified. The range of international study and placement opportunities was being expanded, as was the number of collaborative degree programmes at all levels internationally.

A number of key achievements were highlighted: the increase in international students and fee income, the growth in international research income and developments in Research and Knowledge Exchange, the achievement of the top UK ranking for international student satisfaction, the climb in world rankings for the University, the opening of the Confucius Institute and the recent alliance with the Singapore Institute of Technology for the provision of courses at that institution.

There had been a number of other developments to support the strategy, including the appointment of International Deans, College Internationalisation Leads and teams, Partnership and Project Working Groups, and the augmentation of internationalisation structures via various committees and frameworks. Students were taking part in initiatives aimed at preparing them for international careers, through the Graduate Attributes project, Club 21 opportunities for working overseas, and via virtual careers fairs promoting job opportunities in, for example, China and the US.

There was a new Alumni volunteering programme in development, creating a network of active ambassadors overseas, providing additional support at international recruitment events, and providing career mentoring, internships and work experience. Court noted that this was still very much a developing area, since the network of alumni overseas were still relatively young. Court asked if more benchmarking data could be provided for this area in general.

**ACTION AN**

There had been strategic investment in new College alumni officers. A new staff mobility programme would be launched in April and the ‘Glasgow Welcome’ project for visiting academics was underway. There were new training courses to help staff working internationally, and the first Internationalisation Staff Conference would be held in March 2012.

There were some challenges associated with the internationalisation agenda. These included achieving student recruitment targets across all Colleges in an environment where competition was growing internationally, and where it was acknowledged that the targets were ambitious; improving diversity; UKBA policy changes; and the cost of recruiting was increasing. Partnership development was resource-intensive and required long-term commitment, and there were challenges associated with recruiting staff internationally.

Court thanked Professor Nolan for the briefing.

CRT/2011/29. Reports of Court Committees

CRT/2011/29.1 Estates Committee
Court endorsed Estates Committee’s approval of three new projects and their addition to the revised Capital Plan, which was also approved: Gilmorehill Halls (Fabric and Structural Repairs) in the sum of £1.85m; Western Infirmary Lecture Theatre (WILT) (Provision of two 80 seat seminar rooms) in the sum of £1.2m; and Clinical Research Facility (Southern General Hospital) in the sum of £3m.

Court endorsed Estates Committee’s approval of CapEx applications in respect of: Gilmorehill Halls in the sum of £1.85m; Library Cladding in the sum of £4.57m; Main Building Conservation Works (funding increase) in the sum of £191k; Centre for Virus Research (CVR) £9.2m; Garscube Learning and Social Space (GLaSS) in the sum of £5.75m – this matter had also been the subject of a briefing to Finance Committee members prior to Court and had been approved by that Committee; and Western Infirmary Lecture Theatre Extension in the sum of £1.2m.

CRT/2011/29.2 Finance Committee

CRT/2011/29.2.1 Finance Committee Remit

Court had requested a further amendment to the proposed remit for Finance Committee to take account of the Committee’s role in CapEx recommendations. Court approved the revised remit as follows:

- To monitor the income and expenditure of the University.
- To consider financial policies and issues and to make recommendations to Court on:
  - the annual revenue and capital budget;
  - banking, borrowing and lending
  - the investment of endowment funds; and
  - other financial matters, always having regard to the importance of financial sustainability.
- To advise Court on the financial implications of policy decisions being considered by Court.
- To consider the financial statements of the University and make recommendations to Court thereon.
- Having received a report from the CapEx Committee: to make recommendations to Court on the budget for capital projects; to decide on all CapEx proposals involving expenditure of £500,000 or above, subject to these proposals being included in the Court approved capital plan and, where appropriate, having been approved by the Estates Committee; and to decide on all requests for capital budget variances of £500,000 or above.
- To authorise individual items of revenue expenditure costing £1M or more.

CRT/2011/29.2.2 CapEx applications

Court noted that Finance Committee had approved a number of CapEx applications. With regard to the application relating to the Garscube Learning and Social Space (GLaSS), Finance Committee had approved the application subject to the Committee receiving a further briefing and being satisfied that the proposed works and their cost were acceptable, and on the assumption that the capital plan was approved by Court at the present meeting. Both these events had occurred.
CRT/2011/29.2.3 Finance Key Performance Indicators
Court noted the Finance Key Performance Indicators. Ken Brown, who had sent apologies for the present meeting, would present the KPIs in more detail at the April meeting.

CRT/2011/29.2.4 Investment Managers Reports as at 31 December 2011
Court noted the Endowment Investments Report.

CRT/2011/29.2.5 Minutes of the Investment Advisory Committee 4 November 2011
Court noted the minutes of the Investment Advisory Committee from 4 November 2011.

CRT/2011/29.2.6 Overview of Performance at Period 4 2011/12
Court noted the Period 4 2011/12 Overview of Performance.

CRT/2011/29.3 Audit Committee
Kevin Sweeney presented the annual report from the Audit Committee to Court. The report had been carried forward from the December 2011 meeting Court. Mr Sweeney highlighted the requirements of the UK Border Agency and the operation of University’s expenses system as having been the subject of audits and recommendations in the past year. He would bring any matters arising from the Committee’s next meeting to Court’s attention if required. Court noted the report.

CRT/2011/29.4 Human Resources Committee
Court approved revised Disciplinary and Grievance Procedures. David Anderson, chair of the HR Committee, recorded his thanks to all those involved in the preparation of the documents. It was clarified that the new procedures would apply with immediate effect to new cases.

CRT/2011/29.5 Health, Safety & Wellbeing Committee
The report was noted.

CRT/2011/30. Report from the Rector
The Rector had sent his apologies, therefore the report was carried forward.

CRT/2011/31. Communications from meetings of Senate 16 January and 2 February 2012
The Communications from Senate were noted. The draft Ordinance on the composition of Senate would be resubmitted to Court once finalised by Senate, but in the meantime was likely to be affected and possibly delayed by the outcome of the review of Higher Education.

CRT/2011/32. Any Other Business
There was no other business.
CRT/2011/33. Date of Next Meeting

The next meeting of the Court will be held on Wednesday 18 April 2012 in the Senate Room