CRT/2007/30. Announcements

Court welcomed Ms Susan Dunsmore and Rt Hon Charles Kennedy MP to their first meeting as members of Court.

CRT/2007/31. Presentations

Mr David Newall, Secretary of Court and Director of Administration, gave an overview of University Services’ strategic objectives and performance, as part of the series of presentations by Deans. Court heard that a large part of US’s costs related to infrastructure, and also that the US staff profile differed considerably from that of the Faculties, since there were many more Operational staff in US. Comparisons with the costs of US in other institutions were difficult to make, but HESA statistics suggested
the University’s US costs were similar to those of other Russell Group institutions and lower than those of other UK universities. The programme of Administrative Reviews gave a good indication of US’s performance: there was some room for improvement in efficiency by removing duplication of systems, which Court agreed was a key challenge, and in corporateness through making links between service departments more streamlined. A lack of turnover of staff could hamper progressiveness.

Court was briefed on three strategic priorities that featured in US’s development proposals in the 2008/09 budget. Firstly, the effective delivery of new estates developments had been prioritised, with plans to increase resources devoted to project management. Secondly, the redeveloped Hub would bring together a range of student services in an integrated and modern environment and with a customer facing ethos. Finally, the Student Lifecycle Project, involving the implementation of a third-party student system, would deliver improvements in recruitment practice, in the provision of information to students, in business processes and in management information.

Ms Mhairi Wilson, President of the Students’ Representative Council, provided Court with an overview of the SRC’s Strategic Plan, which she explained had been drawn up to provide future direction, and the key mechanisms by which this would be taken forward, without unduly constraining future elected officers.

Court heard that the SRC’s core activities were grouped under the three headings of Representation and Engagement (for example through the students representative system, surveys and consultations, student media and campaigns); Student Wellbeing (for example the minibus service, housing and benefits advice, and the student guide); and Volunteering and Enhancing Employability (for example Nightline, Jobshop and Clubs and Societies). The SRC’s constitution had been radically revised in 2006 to create a less complex structure and to allow more focus on student orientated matters rather than procedural issues. Court noted that the Strategic Plan would be augmented by an annual operating plan agreed between the permanent SRC staff, led by the Permanent Secretary, and the elected students officers, and outputs would be monitored. The SRC had undertaken a Situation Review, based on a SWOT analysis arising from discussions with various stakeholders, to look at how it interacted with the University and in relation to its own operations.

Court thanked Mr Newall and Ms Wilson for their presentations.

CRT/2007/32. Minutes of the meeting held on Wednesday 13 February 2008

The minutes were approved.

CRT/2007/33. Matters Arising

There were no Matters Arising.

CRT/2007/34. Report from the Principal

CRT/2007/34.1 Scottish Funding Council Grant Allocations for 2008/09

Court noted that on 19 March, the Scottish Funding Council had announced the higher education grant settlement for the year commencing 1 August 2008, and that 2008/09 would be a difficult year financially for the Scottish universities, who were committed to fund the costs of a UK-wide national salary award but would not have the benefit of the additional top-up fees that would flow to institutions elsewhere in the UK. Court also noted that in this context, an
average grant uplift of 3.4% had been better than the Scottish higher education sector had been led to expect, and that it had been supplemented by the distribution of an additional £10M secured for higher education by the Cabinet Secretary, from which the University had received £1.5M.

Court heard that Glasgow's grant had risen by 3.7%, slightly higher than the Scottish average. The University continued to have the largest Teaching grant in Scotland and the second largest Research grant. The latter had shown a poorer-than-average increase, the main reason for which was that charitable research income, which was a driver of the SFC funding formula, had been higher in the previous year because of one-off calculations to major buildings. The University had, however, seen healthy and above-average increases in the elements of the research allocation that reflected research student numbers (up 11%) and Knowledge Transfer activity (up 23%).

Court noted that the additional infrastructure funding that the Scottish Government had pledged to help sustain the Crichton Campus was not yet included and that a letter on that matter was anticipated soon.

CRT/2007/34.2 HE Future Thinking Taskforce

Court heard that the Principal was co-chairing the HE Future Thinking Taskforce with the Cabinet Secretary, Fiona Hyslop. The Taskforce's remit was to consider how to optimise and shape the contribution which the Scottish university sector could make during the next 20 years to the Scottish economy, to Scottish culture and society, and to the political priorities of the Scottish Government; what opportunities could be created and what barriers would need to be overcome to achieve that; and what resources would be needed and how they would be provided.

CRT/2007/34.3 Senior Management Group Strategic Review

Court learned that in March the Senior Management Group had been on an away day at which it had reviewed University's strategic direction and affirmed its commitment to drive towards a place in the world's top 50. The Management Group remained committed to its ambitious goals for the University and had identified three areas; student recruitment, performance management and systems improvement, as requiring strong management focus in the months ahead.

Court noted that it would receive a presentation on strategy at the next meeting, as part of the 2008/09 budget presentation, and that key areas of the strategy would form the subject of an additional, longer, presentation later in the year.

M Russell, N Juster, D Newall

CRT/2007/35. Presentation on Research KPIs

Professor Steve Beaumont, Vice Principal Research & Enterprise, attended Court to give a presentation on Research Key Performance Indicators.

Court was reminded that KPIs had been developed in three areas: Financial performance and related institutional behaviour; Postgraduate research students; and Research quality and esteem. In addition, broader, supporting, measurements had been agreed within these and were being measured in the context of a general research performance framework or scorecard.
Court heard that there had been variable achievement against targets, but that trends and outcomes were in line with expectations. There had been strong growth in research contribution, and performance in research student recruitment had exceeded the target, helped by a range of recruitment activities.

A number of the supporting measures were explained in more detail. Court learned that a Research Planning and Strategy Committee Bibliometrics Working Group had been set up to share and build knowledge of bibliometrics analysis as a measure of research quality. Research productivity - namely research awards/income per academic FTE – was also being developed as a measure, with current analysis based on published HESA data allowing peer comparison. Further work was required to fully validate the data, but this approach had been used to set Faculty targets and challenges in the current budget round. A relatively modest increase in income per FTE would match the Russell Group average. Court noted that in relation to the Applications and Success rates measure, there had been a decline in the number of grant applications in the current year, the reasons for which were being examined in more detail, but that the background trend was upwards and that the success rate was reasonable. Court heard that analysis of promotions and appointments was being undertaken, with a view to considering what was an appropriate balance between promotion and ‘new blood’, particularly at Professorial level.

Court noted that more emphasis was being placed on interdisciplinarity in order to improve research funding, and that cross-University groups were looking at funding bids to ensure that the best possible applications were submitted to funding bodies.

Court thanked Professor Beaumont for his presentation.

**CRT/2007/36. Reports of Court Committees**

**CRT/2007/36.1 Finance Committee**

**CRT/2007/36.1.1 Minutes of the Student Finance Sub-Committee**

Court noted that the Student Finance Sub-Committee had met to discuss how the University should act in response to a request from the Glasgow University Union (GUU) for special financial assistance. A deficit had been reported in the GUU's draft 2006/07 accounts and this had been mainly due to financial mismanagement and a lack of adequate governance. Court noted that GUU would be provided with short-term support to meet immediate financial needs but that the Union had been required to provide a realistic plan for a financially sustainable future. This would involve re-examining the current business model and would include discussions with the other student bodies on campus. Given the need to provide financial clarity to GUU at an early stage, Court agreed that the Student Finance Sub-Committee, meeting on 28 April, should have authority to determine grant funding for the student bodies in 2008/09 and to advise the student bodies of its decisions immediately thereafter.

**CRT/2007/36.1.2 Capital Projects**

Court noted that inflation in the construction industry meant that there might be problems with larger capital projects coming in on budget.
CRT/2007/36.1.3 Year-end Outturn

Court noted that the Income & Expenditure account to the end of March 2008 was £400k ahead of the January 2008 figures, and that a year-end surplus of £3.5M was forecast.

CRT/2007/36.2 Audit Committee

CRT/2007/36.2.1 Implementation of Outstanding Priority 1 and 2 Recommendations

Court noted that an exercise had been carried out to determine the degree of implementation of internal audit recommendations. The 83 recommendations, arising from the audits relevant to the Finance Office, had been consolidated into 66 action points of which 31 had been implemented, 21 had been partially implemented and 14 had still to be addressed. There were 105 recommendations arising from the 12 principal audits carried out in departments other than the Finance Office. Of those recommendations 56 had been implemented, 23 had been partially implemented and 26 had still to be addressed.

Court noted that this was a considerable improvement on the position in November.

CRT/2007/36.3 Human Resources Committee

CRT/2007/36.3.1 Redundancy arrangements

Court heard that the University had been considering how best to manage potential redundancies arising from the cessation of fixed term funding for a considerable time, including discussions with its trade unions. The redundancy processes for consultation and dismissal of academic and related support staff were governed by the Ordinance, which resulted in a complex and rather impracticable process when applied to fixed term funding cases. The Management of Organisational Change Policy and Protocol extended the application of the Ordinances’ approach to all other support staff.

In order to be Ordinance-compliant, and to achieve manageable redundancy processes, it was proposed that the involvement of Court in managing these situations be delegated to its Committees. As such Court would remove itself from executive decision-making and perform a normal ‘board’ level role receiving information updates and monitoring and auditing the University’s redundancy management practices. It was proposed that for collective/group redundancies affecting “areas” of the University, the Redundancy Committee would continue to manage the process for Court but would be delegated the responsibility for decision-making, rather than make recommendations for Court to approve. For fixed term funded redundancies the Structural Change Committee would, it was proposed, manage the process and would be delegated the responsibility for decision-making, rather than make recommendations for the Redundancy Committee and Court to approve.

Court noted that safeguards would exist in relation to Redundancy Committees in that the Human Resources Committee would oversee the process, and could require more information or evidence from such Committees. The HR Committee’s convener and the Secretary of Court would ensure that the Redundancy Committee were properly constituted.
Court noted the unions’ position that the proposal represented the start of a longer discussion process on a matter which was complex and not uncontroversial. While the proposals regarding the termination of fixed-term funding involved, effectively, the formal acknowledgement of current custom and practice, the proposals as a whole required further discussion. Court agreed that it was willing in principle for the redundancy process to be streamlined in the manner proposed but asked that discussions should continue with local trade union colleagues, with a view to a finalised proposal coming to a future meeting. Court agreed that in the meantime the current approach to managing the termination of fixed term funding should continue.

_CRT/2007/36.3.2 Draft Employment Statute_

Court approved a proposal for the University to enter into national discussions with other universities and unions, to replace the current employment statute with a simplified procedure, details of which had been supplied to Court.

_CRT/2007/36.4 Estates Committee_

_CRT/2007/36.4.1 Faculty of Medicine Site Strategy Proposals_

Professor David Barlow attended the meeting to brief Court on the Faculty of Medicine’s site strategy proposals. Court heard that the Faculty needed to reorganise its site strategy as a result of major development of NHS hospital services and facilities. This reconfiguration was a once in a generation opportunity to realign the Medical School to consolidate its competitive position by strategic reorganisation. The aim was to have a Medical School, in partnership with the NHS in Glasgow, that would be well placed to achieve its goals. A ten year vision for the shape of the Medical School was needed, bearing in mind that the planned developments could not be completed before 2014.

Professor Barlow explained that the major reconfiguration of the Glasgow NHS hospitals under the Glasgow Acute Services Strategy would focus acute care on two major sites which would be especially important for all aspects of academic medicine. The sites in question were the Glasgow Royal Infirmary and the South Glasgow Hospital, where renovation and construction were due to complete by the end of 2010 and 2014 respectively. Other sites which were important to certain aspects of academic medicine were Gartnavel General, which housed the West of Scotland Cancer Centre and some other specialist facilities; the Golden Jubilee Hospital at Clydebank which housed regional cardiothoracic and invasive cardiology services, and two Ambulatory Care Hospitals (ACADs) at Stobhill and the Victoria Infirmary, which would both open in 2009.

Court noted that the site strategy had the support of the Faculty, and tied in in a focused way with the Faculty’s strategic aims of having highly rated and internationally competitive research programmes; a highly rated undergraduate medical course; a range of Postgraduate taught courses; and providing clinical care within NHS Greater Glasgow and Clyde.

Court noted that at this stage it was not being asked to approve a programme of expenditure, since this was not known, and would depend on the level of funding from the NHS and other sources. Bids for funding would be the
subject of detailed and multiple Capital Expenditure applications in the future. Court agreed that the site strategy represented an exciting and ambitious way forward for the Medical School, and gave its support to the strategy, on the understanding that its implementation would not detract from the ability of the University to fulfil the other University strategic objectives. Court thanked Professor Barlow for his presentation.

**CRT/2007/36.4.2 Beatson Phase 2**

Court noted that the Estates Committee had agreed that £705k previously approved for Beatson Phase 2 should be applied to a revised Beatson proposal, subject to a business case being approved by the CapEx Group. The revised proposal was felt to be a significant improvement on the first, involving earlier progress on the Translational Research Centre and reduced refurbishment costs.

**CRT/2007/36.4.3 Capital Expenditure**

Court noted that the Estates Committee had approved a number of capital expenditure programmes, with a net capital cost of £12M.

**CRT/2007/37. Report from the Secretary of Court**

**CRT/2007/37.1 Scottish Council for Research in Education Centre (SCRE)**

Court was reminded that in December 2007, Court had been asked to approve the establishment of Redundancy and Structural Change Committees in respect of posts in the Scottish Council for Research in Education (SCRE) Centre. Consultation had been ongoing at that time to consider alternatives to redundancy, and Court had asked that this process should be allowed to run its course. Court noted a statement, dated 25 March, from the Dean of Education, Professor Jim Conroy, which indicated that, as a result of recent cost reductions and income generation, there was no longer a requirement to make posts redundant. In line with the Dean's statement, the Secretary of Court would maintain regular contact with Professor Conroy in the months ahead to monitor the position.

**D Newall**

**CRT/2007/37.2 School of Modern Languages & Cultures (SMLC)**

Court noted that following recent discussions which Professor Briggs and Mr Newall had held with members of the German Section, two members of staff were in discussion regarding possible voluntary severance. As agreed by Court in February, should the German Section's financial deficit not be addressed through voluntary means, the Secretary, in discussion with the Chair of Court and the Principal, would establish a Redundancy Committee and a Structural Change Committee in order to oversee the reduction in staff numbers required to address the deficit.

**CRT/2007/37.3 Business Development function within Research & Enterprise**

Court recalled that at its February meeting, it had been advised that there was a current application for continuing external funding to maintain the Business
Development activity within Research & Enterprise. Should the application be unsuccessful, Court had agreed that Redundancy and Structural Change Committees should be established to oversee the required reduction in posts. In the light of this possible outcome, consultations had been ongoing since January with the affected staff and their trade union representatives.

Court noted that a positive decision on the ERDF component of the bid had been announced on 8 April. The University was now asking Scottish Enterprise Glasgow (SEG) to confirm their readiness to provide additional support, equivalent to 50% of the ERDF award, and Professor Beaumont had been in contact with SEG to request that there be no delay in confirming this decision.

**CRT/2007/37.4 Election of Rector**

Court noted that following elections held over 2 days in February, the University's students had elected Rt Hon Charles Kennedy MP to serve as Rector for three years.

**CRT/2007/37.5 General Council Representative on Court**

Court noted that at its half-yearly meeting on 19 February, the General Council had approved the appointment of Susan Dunsmore as sole nominee to the vacant General Council position on Court.

**CRT/2007/37.6 SRC Elections**

Court noted that the following candidates had been successful in the Spring 2008 SRC elections and would take up sabbatical officer posts on 1st July 2008:

- President: Gavin Lee
- VP (Media & Communications): Zoe Grams
- VP (Learning & Development): Jamie Wightwick
- VP (Student Support): Laura Laws.

**CRT/2007/37.7 Dormant Endowments**

Court was reminded that Endowments became 'dormant' when it was no longer possible to comply with the terms in which they were made out to the University. Approximately £4M of the University's endowment assets were in this category and could not currently be put to any use other than that of gathering interest.

In December 2007, Court had agreed to seek Privy Council approval to a new Ordinance that would allow the University to take action to unfreeze dormant funds. Draft ordinances were the subject of consultation with members of the General Council and Senate, and the consultation process had identified a concern that Court might use the powers conferred by the Ordinance to alter the use of endowment funds where the revenue stream in any one year had not been fully used for the intended purpose. In response to these concerns, Court's approved the following advice to respondents to the draft:

a. that Court's sole interest in requesting a new Ordinance is to allow the University to benefit from endowment income that it is currently unable to use - i.e. where the original purposes are now 'wholly or partially inoperative';

b. that Court will not agree to alter the use of endowment funds where they can continue to be used in accordance with the intentions of the benefactor; and
c. that, should the Ordinance be approved by the Privy Council, any proposal to make use of dormant endowment funds will require the specific approval of Court, and that Court will ensure that any department with a specific interest in the terms of the endowment should have the opportunity, before Court comes to its decision, to comment on the proposed alternative use.

The terms of the proposed Ordinance would be as follows:

Whereas the University Court of the University of Glasgow deems it expedient to make provision for the use of the revenue of endowments provided for prizes or for particular purposes, where in either case these purposes are now wholly or partially inoperative:

Therefore the Court in exercise of its powers under Section 3 and Paragraph 3 of Part 1 of Schedule 2 to the Universities (Scotland) Act 1966 hereby statutes and ordains:

1. Where in any academic year the revenue of endowments provided for prizes or other particular purposes either cannot be used for the original purpose or exceeds the amount reasonably required for that purpose, it shall be in the power of the Court to determine as to the disposal thereof.

2. Where such an endowment is in the gift of a patron, the Court shall give notice to the patron who may, within such time as the Court shall fix, determine the disposal of such surplus revenue; failing which, the Court may determine the disposal of such revenue until the commencement of the next academic year, when the patron's rights shall revive.

CRT/2007/37.8 Grievance Stage 2 Committees

Court noted that a Stage 2 Grievance Committee, whose establishment had been reported to Court in December 2007, had recently heard a grievance by a member of staff in the School of Modern Languages, relating to alleged harassment. The grievance had not been upheld at Stage 2.

Court also noted that a Stage 2 Grievance Committee, whose establishment was reported to Court in February 2008, had recently heard a grievance by a member of janitorial staff, relating to the member of staff not having been interviewed for a post. The grievance had not been upheld at Stage 2.

CRT/2007/37.9 Appointing Committees for the Headships of Various Departments

Court noted that the following Appointing Committees had been approved for Headships of Department where the current Head would demit office on the date specified; the outgoing Head was indicated:

**Dental School (Jeremy Bagg 31.12.08)**

Professor David Barlow (Convener).

Dr Martin Macauley (Senate Assessor)

**Educational Studies (Bruce Carrington 12.10.08)**

Professor James Conroy (Convener)

Professor Mike French (Senate Assessor)
Court noted that the Queen Margaret Union and the Glasgow University Union had presented a number of changes to their Constitutions for approval. The changes were not material and the Secretary of Court had approved them on Court’s behalf. A copy of the amended Constitutions was available for inspection at the Court Office.

**CRT/2007/37.10 Amendments to Constitutions of QMU and Glasgow University Union**

**CRT/2007/37.11 Management Appointments**

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

*Headship of the Division of Cardiovascular and Medical Sciences (CAMS), Faculty of Medicine*

Professor Anna Dominiczak, for the period 1 August 2008 to 31 July 2012, in succession to Professor John Reid. From 1 August 2008, CAMS would be united with the BHF Glasgow Cardiovascular Research Centre, of which Professor Dominiczak was currently head, and would operate as a single Division.

*Headship of the Department of Management*

Professor Robert MacIntosh as acting Head of the Department of Management until the 30 June 2008; this was in place of Professor Andy Furlong whose appointment as acting Head had been reported in February.

**CRT/2007/38. Communications from Senate**

The results of the recent Rectorial election had been provided from Senate and were noted. Professor Nash added that the campaign had been conducted in an exemplary way and that the electronic voting system had been very successful, for which the SRC were thanked.

**CRT/2007/39. Any Other Business**

There was no other business.

**CRT/2007/40. Date of Next Meeting**

The next meeting of the Court will be held on Wednesday 25 June 2008 in the Forehall at 1.30pm

Dates for the 2008/2009 Session are