UNIVERSITY OF GLASGOW

University Court

Minute of Meeting held on 6 October 2004 in the Senate Room

Present:

Mrs Joy Travers (Chancellor’s Assessor)
Sir Muir Russell (Principal)
Dr Jacqueline Atkinson
Professor David Bennett
Mr Norman Berry
Professor John Briggs
Mr J Scott Cairns
Professor Andrew Christie
Professor Mike French
Dr Alastair Hunter
Margaret McCafferty
Dr Geoffrey Moores
Mr John Andrew Murray (President, Students’ Representative Council)
Dr Keith Nimmo
Mrs Margaret RH Paxton
Ms Kate Phillips
Mr David Ross
Mr Ian Russell
Mr Michael Sandford
Professor David Watt
Mr Donald Wilson
Mr Ben Zielinski (Assessor, Students' Representative Council)

In attendance:

Mr Bob Cunningham (Interim Director of Human Resources),
Mr Ian Hawkins (Administrative Officer)
Miss Jan Hulme (Academic Secretary)
1. WELCOMES
Court welcomed Mr David Ross, Mr Donald Wilson, Professor John Briggs, Professor Mike French and Mr John Andrew Murray to their first meeting of Court as members of Court. Court also welcomed Mr David Newall to his first meeting of Court as Secretary of Court.

2. MINUTE OF THE LAST MEETING
Court approved the minute of the meeting held on 23 June 2004.

3. MATTERS ARISING
There were no matters arising.

4 REPORT FROM THE SENIOR MANAGEMENT GROUP (SMG)
4.1 Strategic Investment Fund (SIF)
Court received a presentation on the history and process of the SIF from the Vice-Principal (Strategy and Budgeting). The Fund of £6M had been established to support bids that fitted with the University’s Strategic Plan and evidenced a real rate of return through new income generation or efficiency savings. He confirmed that a high priority had been given to monitoring successful bids. A short list of 14 bids had been approved and a further four were being worked up. The total draw on the fund was approximately £4.3M.

He confirmed that the risk associated with the approved schemes would be owned by the Faculties and that the Fund would operate as follows:

- Income or cost savings as per business plan would be used to replenish the SIF until full payback had occurred. After this, any additional income or savings would accrue to the resource unit(s) owning the project. The accrued income would be available for further SIF rounds in future financial years.
• The resource unit awarded the bid would own the risk on the project. In each year, any shortfall in income or cost savings from the project would need to be met from a resource unit’s cash limited budget (CLB). There would not be any adjustments in collegial support to allow for a shortfall in SIF projects.

• SIF projects and progress against business plans would be monitored as part of the resource units’ annual operational plans.

• In the case of a few AIMS bids, the projects were expected to provide efficiency savings that would be diffuse throughout the institution rather than cash savings within AIMS. In these cases repayment to SIF would be covered from Resource Allocation Model funds.

Court noted that potential financial loss associated with the possible failure of any of the approved schemes had been assessed with regard to the effect upon the individual Faculty’s CLB and had been considered to be manageable. In addition the Deans and the Territorial VPs had been involved from an early stage in the preparation of the bids and the Planning Office had provided assistance in drawing up the business plans.

The Vice-Principal (Strategy and Budgeting) reported that the bids had been imaginative and showed a great deal of entrepreneurial dynamism. Where bids were not shortlisted because business plans had been incomplete or because they did not identify new income to the University, the rolling nature of SIF would offer future opportunities.

In response to questions the Vice-Principal (Strategy and Budgeting) confirmed that Faculties had been asked to ensure that Estates and Buildings was comfortable with the space issues when preparing their bids and, where appropriate, consult with the Student Recruitment and Advisory Service.

Court also noted that there would be a staggered payback on the investments over the next few years. The SMG had considered that some of the proposals needed to be undertaken now and was comfortable with the profile of the payback of £1.3M, £1.7M, and £1.3M over the next three years.

The Vice-Principal (Strategy and Budgeting) undertook to circulate the slides that accompanied his presentation to the members of Court as well as a slide showing the breakdown of the bids with regard to the academic territories. The Vice-Principal (Arts side) confirmed that the largest successful bid had come from his territory.

With regard to the item on Risk Management on the SMG report (Item 7) Court agreed that the proposal for pilot risk analyses to be carried out in a Faculty and in AIMS be extended to include one of the successful bids for SIF monies.

4.2 Future Academic Shape of the University

Court noted the paper appended to the report from the Senior Management Group which described the initiation of an exercise to ensure that the University was building an academically excellent and financially sustainable range of academic provision to meet the challenges and opportunities of the next 5–10 years. The Principal emphasised that the Vice-Principalss and Deans were working to identify:

• “quick wins” for the University such as new courses which would earn money and contribute to the University’s academic excellence and ways of incentivising innovation through the allocation model and budget-setting procedure

• areas of activity which should be prioritised for investment to enhance the University’s sustainable excellence
areas of activity which the University was doing less well and which may need to be challenged to improve if they are to contribute to the University’s sustainable excellence.

In response to questions the Principal confirmed that the Boston Box used in paragraph 3.10 of the appendix to the report was a relatively crude analysis and would therefore not be used as a basis for sound decision making. Its purpose was to illustrate the issues facing the University that needed to be addressed.

The Principal recognised that the timescale set out in paragraph 1.4 of the appendix to the report was relatively tight but he stated that this was very much the beginning of a process of consultation with staff and students and to an extent would be guided by the feedback received. The principles were of engagement and encouragement with ideas arising from the consultation process rather than being imposed from above.

4.3 SMG Sub-Groups

Court noted that the SMG had established the following seven sub-groups to support it in its activities:

- The Principal’s Group
- Human Resources
- Estates
- Advancement
- Information Policy and Strategy (IPSC)
- Shape of the University
- Learning and Teaching

Court also noted that the Information Policy and Strategy Committee, formerly a committee of Court and Senate, would also become a Sub-Group of the SMG.

4.4 Enhancing Research Competitiveness Through the Pooling of Research Resource

Court noted that this would be the subject of a future presentation to Court by the Vice-Principal for Research.

The report of the Senior Management Group was otherwise noted.

5. REPORT FROM THE SECRETARY OF COURT

5.1 Membership of Court

Court noted the appointment by the General Council and the Senate of the following five new members of Court, all with effect from 1 August 2004 for a period of four years (except Professor Mike French):

- Mr David Ross, General Council Assessor
- Mr Donald Wilson, General Council Assessor
- Professor John Briggs, Senate Assessor
- Dr Mona Siddiqui, Senate Assessor
- Professor Mike French, Senate Assessor (to 31 July 2007)
Court also noted the re-election of Mr Norman Berry to serve a further four years as an Assessor on Court from 1 August 2004 and that the SRC had elected Mr John Andrew Murray as its President and hence a member of Court for the period of 1 July 2004 to 30 June 2005.

5.2 Appointing Committees for the Headships of Various Departments

Court noted that the Acting Secretary of Court acting under delegated authority and on behalf of Court had established the following Appointing Committees for Heads of Various Departments and Divisions:

- **Archaeology** – Professor William Hanson until 31.7.05
  Professor John Caughie and Dr Mona Siddiqui

- **Civil Engineering** – Professor A Ervine until 31.7.05
  Professor John Hancock and Professor David Bennett.

- **Curriculum Studies** – Mr Brian Templeton until 31.7.05
  Dr Hirek Kwiatkowski and Professor David Watt.

- **Educational Studies** – Dr Christine Forde until 31.7.05
  Dr Hirek Kwiatkowski and Professor David Watt.

- **English Language** – Professor Mike MacMahon until 31.7.05
  Professor John Caughie and Professor Mike French.

- **Geography and Geomatics** – Professor Chris Philo until 30.9.05
  Professor David Saxon and Dr Geoffrey Moores.

- **History** – *Dr Thomas Munck until 31.7.05*
  Professor John Caughie and Dr Mona Siddiqui.

- **Business and Management School** – *Mr Robert Paton until 31.7.05*
  Professor Noreen Burrows and Professor Mike French.

- **Mechanical Engineering** *Dr John Howell until 31.7.05*
  Professor John Hancock and Professor John Briggs.

- **Music** – *Professor John Butt until 31.7.05*
  Professor John Caughie and Professor Mike French.

- **Philosophy** – *Professor Richard Stalley until 31.7.05*
  Professor John Caughie and Dr Jacqueline Atkinson.

- **Physics and Astronomy** – *Professor John Chapman until 31.7.05*
  Professor David Saxon and Dr Geoffrey Moores.

- **Scottish Literature** – *Dr Alan Raich until 31.7.05*
  Professor John Caughie and Dr Mona Siddiqui.

- **Sociology, Anthropology and Applied Social Sciences** – *Professor David Frisby until 31.7.05*
  Professor Noreen Burrows and Dr Jacqueline Atkinson.

- **Statistics** – *Professor Adrian Bowman until 31.7.05*
Professor David Fearn and Professor John Briggs.

- **Teaching and Learning Service** – Dr Robert Matthew until 31.7.05 (Director and Head of Department).

Dr Hirek Kwiatkowski and Professor David Bennett.

5.3 Memberships of Court Committees

Court agreed the following appointments to the memberships of its committees:

- Joint Committee (Technicians) - Professor John Briggs
- Joint Committee (Secretarial/Clerical) - Dr Mona Siddiqui
- Joint Committee (GAUT) - Mrs Margaret Paxton
- Joint Committee of Court (Manual and Ancillary) - Ms Kate Phillips
- EPSC - Professor John Briggs
- Museums & Galleries Committee - Mrs Margaret Paxton
- Education Committee - Mrs Margaret Paxton
- Research Planning & Strategy Committee - A Lay Member of Court
- Information Policy and Strategy Committee - Dr Keith Nimmo
- Chapel & Chaplaincy Committee - Nominee of University Court
- Investment Advisory Committee - A Lay Member of Court

Court also noted that the Acting Secretary of Court had approved the appointment of Professors David Watt and David Bennett to the membership of the Finance Committee.

5.4 Vice-Principalships

Court noted the appointment by the Principal of Professor Andrea Nolan, Dean of the Faculty of Veterinary Medicine, as Vice Principal (Learning&Teaching) who would take up her new duties on the 1 November. The post was distinct from that of the Clerk of Senate which would continue at Vice-Principal level and remain occupied by Professor Andrew Nash.

The Principal also reported that Professor Malcolm McLeod's title as Vice-Principal was now Vice-Principal (Advancement) with effect from 1 August.

5.5 Committees of Recommendation for the Deanship of Various Faculties and the Appointment of the Dean of Veterinary Medicine

Court noted that the Acting Secretary of Court acting under delegated authority and on behalf of Court established the following Committees of Recommendation for the Deanships of the Faculties of Veterinary Medicine, Education and Engineering:

**Veterinary Medicine** (Professor Andrea Nolan)
Territorial Vice-Principal - Professor Peter Holmes
Two members of Court - Mrs Margaret Paxton and Geoffrey Moores
Cognate Dean - Professor John Coggins
*Academic/related staff representative Professor Sevaria Campo
In light of the need for urgent action (see Minute 5.4 above) Court noted that the Principal, the Chancellor’s Assessor and the Secretary of Court acting together under their delegated authority and on behalf of Court had agreed the recommendation of the Committee of Recommendation that Professor Stuart Reid of the Division of Animal Production & Public Health be appointed as Professor Nolan’s successor as Dean of the Faculty of Veterinary Medicine.

Court also noted that due to heavy ongoing commitments Professor Reid was unable to take up his new role until 1 January 2005 and that the current Deputy Dean, Professor Ewan Cameron had agreed to serve as Acting Dean for the interregnum.

Court was reminded by the student representatives of an undertaking by the former Secretary of Court to look into a means of ensuring that student views were made known to future Committees of Recommendation for Deanships. (Minute 33.2 of the meeting held on 11 February 2004 refers). The Principal accepted that no such process was yet in place and it was suggested that the Human Resources Committee might be a suitable forum to consider the matter. Court noted that there was no student representation on that Committee and that the Secretary of Court would take the matter up including whether there was a role for the Human Resources Committee.

5.6 Executive Deanship of the Faculty of Medicine

Court noted that Professor David Barlow had accepted the position of Executive Dean of the Faculty of Medicine as a replacement for Professor Steve Smith who left to take up the post of Head of Medical School at Imperial College, London.

5.7 Acting Headship of the Department of History of Art

Court noted that the head of the Department of History of Art, Professor Alison Yarrington would be on study leave for the period 28 September 2004 to 3 June
2005 and approved the appointment of Mr Nick Pearce, Senior Lecturer as Acting Head of the Department for that period.

5.8 Dekaban-Liddle Foundation

Court confirmed the appointment of the Head of the Department of Economics, Dr Farad Noorbakhsh as the Convener of the UK Committee of the Dekaban-Liddle Foundation, such appointment to run concurrently with his headship of the Department.

5.9 Returning Officer for the SRC

Court noted that the Acting Secretary of Court acting under delegated authority and on behalf of Court had ratified the appointment by the SRC Executive of Dr Ronald Knox, a Senior University Teacher in the Department of Classics, as the Returning Officer for the SRC elections. Dr Knox replaced Mr Alec Scrimgeour, the Principal’s Executive Assistant who had stepped down as Returning Officer after ten years of service.

5.10 Europe Asia Board of Management

Court agreed, at the request of the Acting Dean of Social Sciences, that the post of the Chair of the Board of Management of the Europe Asia Journal, normally held by the Dean, be delegated to Mr Richard Berry, Head of the Department of Central and Eastern European Studies.

5.11 Amendment to the Memberships of Committees

- **Remuneration Committee**

  Court agreed to reduce the number of external members from two to one on the Remuneration Committee so that the membership stood as follows:
  - Chancellor’s Assessor
  - Principal
  - One external Member, normally a current or former Lay Member of Court

- **Finance Committee**

  Court agreed that the membership of the Finance Committee be extended to include a third lay member to be identified at a later date.

- **Nominations Committee**

  Court agreed to regularise the position between it Standing Orders and the remit of the Nominations Committee by the amendment of the Committee’s remit as follows (additions in bold):

  Remit:
  - to identify persons who fulfil certain agreed criteria for membership of the University Court. To this end the Committee shall consult with other members of Court, with the University community and with the wider community;
• to recommend to Court any such person for co-option to its membership;
• to advise Court on any matter relating to its membership.
• on behalf of Court, to consider termination of an individual's membership of Court for good reason and, on behalf of Court, to hear that individual's defence
• to also recommend other individuals for Court to appoint as members of its Committees.

5.12 Headship of the Department of Accounting and Finance

Court noted that, on the recommendation of the Dean of the Faculty of Law and Financial Studies, the Acting Secretary of Court had agreed under delegated authority and on behalf of Court to extend the Headship of the Department of Accounting and Finance. Professor Ken Shackleton would therefore continue as Head of Department for the period 1 January 2005 to 31 July 2005.

5.13 Disciplinary Tribunals

Court noted the latest position in the two Disciplinary Tribunals established at its last meeting (Minute 62.8 refers):

Member of the Academic Staff in FBLS.

Court noted that the following Panel of members heard the charges and determined that the conduct or performance of the employee constituted good cause for dismissal. The Principal upheld the recommendation of the Panel and instructed that the employee be dismissed. The Employee appealed this decision and Court agreed to appoint Dr Doris Littlejohn JP as the appointed person to hear the appeal. Dr Littlejohn was a former President of the Employment Tribunals (Scotland) and Chairman of the Court of the University of Stirling.

• Mrs Joy Travers (Convener)
• Professor Mike MacMahon (former Senate Assessor)
• Mr Michael Sandford (Lay Member of Court)

Member of the Academic Staff in the Faculty of Physical Sciences

Court noted that the following Panel of members had heard initial evidence upon the charges that the conduct of the employee potentially constituted good cause for dismissal and would report its recommendations to the Principal in due course:

• Professor Chris Morris (Convener)
• Professor Jan McDonald (former Senate Assessor)
• Mr Michael Sandford (Lay Member of Court)

5.14 Office of the Independent Adjudicator of Student Complaints

Court noted that from 25 June 2004 the responsibility of Court to provide a process of review of a student complaint or appeal had been transferred to the Office of the Independent Adjudicator (OIA). This meant that following consideration of a complaint by the Senate a student who remains dissatisfied
with the outcome of the internal processes, and has grounds to do so, may seek review by the OIA. There would no longer be recourse to a Court review of the decision by the Senate. The Senate Office would act as the University’s point of contact with the OIA and the Clerk of Senate would be the University’s authorised signatory.

5.15 Draft Resolution

Draft Resolution 512 - Change of Title of the Chair of Oral Surgery to the Chair of Oral and Maxillofacial Surgery

Court approved a draft resolution changing the name of the above chair to the following:

- The Chair of Oral and Maxillofacial Surgery

The Secretary of Court undertook to look into the feasibility of amending the standard wording of future Resolutions regarding established Chairs to read (additions in bold, deletions in italics),

“The professor so nominated and appointed shall not be entitled to hold office until past the end of the academical year in which he/she shall have completed the sixty-fifth year of his/her age”

5.16 Fixed Term Contracts Policy

Court noted that the consultation period with the trades unions on the question of fixed term contracts had been extended further, at the request of the unions, and would form the basis of a report to the November meeting of Court.

5.17 Visit by SHEFC

Court noted that SHEFC would visit the University on 25 October as part of its programme of 2-3 yearly formal institutional visits to provide an opportunity for a dialogue about the aspirations and progress of the institution, including constraints and obstacles to progress. The visit would be based on an agenda and supporting information agreed in advance; will involve the Principal, the Chancellor’s Assessor, Mr Scott Cairns and Mr Norman Berry; and be based on a series of ten minute presentations by senior officers to focus discussion on the agreed areas, a briefing document having been provided a fortnight in advance. SHEFC would be represented by Mr Roger McClure (Chief Executive), Dr Chris Masters (Chair), two Council members and other members of the executive.

5.18 WestCHEM

Court noted the first tangible outcome of SHEFC “research pooling initiative”, as referred to in the report from the Senior Management Group, was a commitment by SHEFC and the Office of Science & Technology to invest a total of £7M in 'WestCHEM', a joint research school involving an equal partnership between the Universities of Glasgow and Strathclyde. The Secretary of Court reported that the details of the proposal were available from the Court Office and that he, the Dean of Physical Sciences and the territorial Vice-Principal had taken a close interest in the management arrangements for the initiative, ensuring that they were embedded within the established University reporting structure. Court
noted that the staff within the joint research school would each continue to be an employee of either Glasgow or Strathclyde and that there would therefore be no problems with periods of translation from one employer to another.

5.19 **Non-Academic Staff Pension Scheme**

The Secretary of Court reported that the conclusions of the actuarial valuation, as at 1 April 2004, of the University's internal pension scheme for non-academic staff were of great concern. The actuary calculated that, to meet the terms of the statutory Minimum Funding Requirement, additional funding of up to £2.7M p.a. would be required.

Court agreed to establish the following short-term working group to clarify the options available for addressing this situation, liaise with the Trustees who manage the scheme and to report back to Court in November:

- Professor Andrew Christie (lay member of Court)
- Secretary of Court
- Interim Director of Human Resources
- Deputy Director of Finance

5.20 **Redundancies in the Wellcome Centre for Molecular Parasitology**

Court noted that the Secretary of Court, acting under delegated authority on behalf of Court and on the recommendation of the Redundancy Committee, had approved the redundancy of the following posts in the Centre for Molecular Parasitology as a result of the significant reduction in funding from the Wellcome Trust:

- Laboratory Manager
- Unit Secretary

The redundancies took effect on 30 September 2004. Court also noted that the two individuals who had previously held the posts had moved to other jobs – one of which was within the University.

5.21 **SRC Matters**

The Secretary of Court drew members’ attention to two letters circulated by the students regarding financial and other concerns about the effect of the redevelopment of The Hub and the issue of the block grant to the student bodies.

With regard to the immediate financial pressures on the SRC, Court noted that the letter from the President of the SRC had sought an increase in income of £60k and that the Secretary of Court had undertaken that this would be met by the University in 2004-05. In addition the Secretary of Court had undertaken both to assist the SRC with financial support for the redundancy exercises it was currently undertaking and to provide the necessary Human Resources assistance. He informed Court however that it might also be necessary for the SRC to make a contribution to these costs from its substantial financial reserves.

After some discussion the President of the SRC stated that the shortfall in income of £60k referred to in his letter was based only on sales, and did not include rental income from other bodies which would also be lost. On that basis
he sought additional funding from the University in the sum of £100k, not £60k as originally requested.

He also questioned the basis of the block grant system where the GUU and the QMU received approximately £590k per annum from the University whereas the SRC received approximately £250k. He reminded Court that the SRC provided a range of support and welfare for all students at the University and that further investment in the SRC by the University was essential.

Court agreed it wished to support the student bodies in providing an effective service to the students. The Secretary of Court was asked to seek input from the three bodies and the Joint Student Bodies Liaison Committee with a view to a future model of funding.

In response to a question about the extent of consultation over The Hub, Vice-Principal Leake informed Court that information had been available since February on the restrictions on goods that could be sold by all retailers in The Hub, not just the SRC shop, SRC representatives had attended meetings where the nature of the lease to be offered had been discussed including the restrictions on the sale of food and drink.

With regard to the future of The Hub Court noted that no final decision on the details of the redevelopment project had yet been taken, as the tender process was still under way.

6 MINUTES AND REPORTS OF COURT COMMITTEES

6.1 Finance Committee

Court noted the report from the Finance Committee held on 15 September 2004.

6.2 Estates Planning and Strategy Committee

Court approved the following policies set out in the appendices to the report

- Biodiversity Policy
- Fairtrade Policy

With regard to the Fairtrade Policy the Academic Secretary confirmed that she was already looking into the concerns raised about the use of Nestle products in vending machines on campus and that a report would be submitted to Court in due course. Court also asked that the question of sourcing Fairtrade wines be looked into.

Court noted that the phrase “student bodies” should be used in the policy rather than “student unions”.

Court otherwise noted the report from the Estates Planning and Strategy Committee held on 24 May 2004.

6.3 Information Policy and Strategy Committee

Court noted the report from the Information Policy and Strategy Committee held on 4 June 2004.
6.4 Health, Safety and Environment Committee

Court noted that the University Policy on smoking was to be considered further by the Health and Wellbeing Working Group and would be submitted to the next meeting of Court for approval. Court agreed that the Working Group should look at the question of how the policy would apply to the College Club and to the licensed premises run by the student bodies. Court noted that it had been thought that the ban on smoking introduced by Glasgow City Council might have a negative effect on the numbers of weddings and other private functions using its premises. The use however continued and people went outside to smoke.

Court otherwise noted the report from the Health, Safety and Environment Committee held on 23 June 2004.

6.5 Technical and Related Board of Review

Court noted the report from the Technical and Related Board of Review held on 4 March 2004.

6.6 Secretarial and Clerical Related Board of Review

Court noted the report from the Secretarial and Clerical Related Board of Review held on 18 May 2004.

6.7 Academic and Academic Related Board of Review

Court noted the report from the Academic and Academic Related Board of Review.

7. FAREWELL

Court noted that this would be the last meeting of Court to be attended by Mr Ben Zielinski as the SRC Assessor on Court. On behalf of Court the Chancellor’s Assessor thanked him for his work on Court, and wished him well in his studies.

8. DATE OF NEXT MEETING

The next meeting of Court would be held on 10 November 2004 at 2.00pm.

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