UNIVERSITY OF GLASGOW

Court

Minute of Meeting held on Wednesday 23 March 2005 in the Senate Room

Present:
Dr Jacqueline Atkinson, Professor David Bennett, Professor Andrew Christie, Professor Mike French, Dr Alastair Hunter, Mrs Margaret McCafferty, Mr Robert McLaggan, Mr J.A. Murray, Dr Keith Nimmo, Mrs Margaret Paxton, Ms Kate Phillips, Mr David Ross, the Principal, Mr Ian Russell, Mr Michael Sandford, Dr Mona Siddiqui, Mrs Joy Travers, Professor David Watt, Mr Donald Wilson.

In attendance:
Professor Steve Beaumont (Vice-Principal Research), Mr Ian Black (Director of Human Resources), Mr Ian Hawkins (Administrative Officer), Mr Robert Fraser (Director of Finance), Miss Jan Hulme (Academic Secretary), Professor Robin Leake (Vice-Principal), Professor Malcolm McLeod (Vice-Principal), Professor Chris Morris (Vice-Principal), Professor Anton Muscatelli (Vice-Principal Strategy and Budgeting), Professor Andrew Nash (Clerk of Senate), Mr David Newall (Secretary of Court), Mr Alastair Sim (Director of Planning Services), Ms Annie Vaz (Acting Director of Publicity Services).

Apologies:

Members:
Mr Norman Berry, Professor John Briggs, Mr Scott Cairns, Dr Geoffrey Moores, Dr Craig Reedie.

Attendees:
Mr Graham Bell (Assistant Director Estates), Professor Peter Holmes (Vice-Principal), Professor Andrea Nolan (Vice-Principal Learning and Teaching).

CRT/2004/36. Announcements

Court welcomed Mr Ian Black to his first meeting of Court as the Director of Human Resources.

Court also noted with regret the untimely death of Mr George Taylor, a lay member of the University's Audit Committee who had been unwell for some time.

Although succession planning for future members of the Committee had been ongoing members were nevertheless asked to pass any suggestions they might have to the Clerk of Court. Court was advised that, in particular, the balance of the Committee would benefit from the presence of a lawyer, preferably a female.
CRT/2004/37. Minutes of the meeting held on Wednesday 2 February 2005

Court approved the minute of the meeting held on 2 February 2005 subject to the amendment of Minute 33.4, Estates Planning and Strategy Committee to read,

"In response to questions the Director of Estates and Buildings reported that the loss of 70 exam spaces associated with the upper floor of the Sir Charles Wilson Building, 1 University Avenue was not hugely significant to the overall picture and confirmed that arrangements had been made for all examinations this year. He also confirmed that the lower floor of this building would be able to provide 70-80 exam spaces at the start of the summer term.

The report of the Estates Planning and Strategy Committee was otherwise noted."

CRT/2004/38. Matters Arising

There were no matters arising.


39.1 SHEFC Main Grant Letter

The Principal reported a generally favourable main grant to the University from SHEFC. Overall there was an increase in funding, to the University, of 4.3%. This was the highest in Scotland, after the UHI Millennium Institute, and compared well to the Scottish average of 3.4%. An important contributory factor to this was the level of Knowledge Transfer Grant (both the biggest increase and the largest single allocation) which highlighted the University's increasing engagement with the users of research in accordance with the Scottish Executive's priorities.

39.2 The Dental School

The Principal referred to recent press reports regarding a letter posted on the General Dental Council (GDC) website concerning the University's Dental School. He confirmed that most of the matters raised by the GDC had been addressed by the University before the press had become involved. In particular he confirmed that, contrary to the impression created in the press, there had been no danger to public health at any time from delays regarding the replacement of sterilisation equipment. He congratulated both the Head of the School and the Acting Director of Publicity Services on their successful efforts to put the University's side of the story despite the tight timescales dictated by the press. The article in question had included the University's view that matters had been addressed and further articles were printed the following day that more accurately reflected the true position. The Principal added that representatives of the GDC would be visiting the University later in the year and he was confident that they would be satisfied with the actions taken to address the points raised in the initial letter.

Court noted the oral reports from the Principal on current developments.
CRT/2004/40. Report from the Senior Management Group (SMG)

40.1 Levels of Tuition Fees for 2005/06 and 2006/07
Court approved the Levels of Tuition fees for 2005/06 and 2006/07 as set out in the report.

40.2 International Recruitment Strategy
Court noted the 27 recommendations adopted by the SMG and agreed that the strategy form the basis of a presentation to the next Pre-Court Briefing to be held on 11 May 2005.

Court agreed that:

- in addition to the 27 recommendations set out in the report particular attention should be paid to the provision of a clear and easily accessible website for use by international students considering postgraduate study at the University; and
- progress on the implementation of the strategy be reported back to the Education Planning and Strategy Committee.

Court also noted that, in the normal course of events, accommodation was guaranteed for any overseas student who wished to study at the University.

40.3 Modernisation Agenda: Job Evaluation Scheme
Court noted that:

- the Hay methodology had been adopted by the SMG as the preferred Job Evaluation scheme for the University;
- Performance and Development Review would be in place across the University by January 2006; and
- a brief paper would be submitted to the next meeting of Court setting out the objectives of introducing Hay and the Modernisation Agenda and identifying the milestones and costs drivers relating to the delivery of the Modernisation Agenda.

40.4 Future Shape - Support for Changes in Staff Complement
The Principal introduced the paper that updated Court on the progress of the Future Academic Shape of the University exercise and its implementation through the planning and budgeting cycle. Court also heard from the Vice-Principal Budgeting, the Director of Finance and the Director of Human Resources regarding the financial challenges and opportunities facing the University.

Court approved, in principle at this stage, the human resources strategy set out in the report to achieve the necessary structural changes to put the University on a sustainably excellent footing and have the right staff configuration to succeed in the coming years. In particular Court agreed:

- Carefully targeted but limited recruitment to re-inforce the University's areas of academic strength;
• Voluntary severance measures to reduce the University's commitment of resources to activities which are making a lower contribution to its academic strength or financial sustainability; and

• The possibility, if voluntary means and other mitigation were not successful in achieving the necessary scale of change, of having to progress to compulsory measures. This course would be taken with great reluctance.

Court noted that the University's last ERVS scheme had delivered its financial targets within the one year payback parameter set by Court.

The Principal stated that it was intended to target the proposed voluntary severance scheme on those areas identified within the current budgeting and planning cycle as not pulling their weight in terms of resources or reputation. He added that this did not refer to Departments but areas of much closer focus and he confirmed that these areas had not yet been identified. He informed Court that one of the differences with the proposed scheme compared to earlier versions would be the opportunity to cease activities rather than just pare back operations in the identified areas. Costs had been rising faster than income for some years and a more disciplined approach was required on a sustained basis.

Court noted that this would require improved management information systems and the Director of Finance undertook to provide Court with key performance indicators for this purpose.

In addition to the HR measures outlined in the report Court noted that the University's future capital programme would be constrained and the Principal illustrated this by reference to the decision to defer implementation of the development of Garscube Phase III and the investigation of the centralisation of student facilities within the Hub redevelopment. Court was also informed that no final decision had yet been made to acquire the Otago Street site.

Although there would necessarily be a reduction in some areas of operation the Principal emphasised that, overall, the Future Shape exercise was a positive one and amounted to a refocusing of the University's resources to enable it to approach the future from a healthier and more dynamic perspective.

Court noted that a report would be submitted to its May meeting seeking specific approval for the detailed scope of, and timescale for, the measures proposed to achieve reductions in staffing commitment.

CRT/2004/41. Report from the Secretary of Court

41.1 Review of Funding for Student Bodies

Court noted the findings of the working group and agreed the following proposals:

• In recent years, student bodies have been resourced with reference to a historic funding formula. The formula has no continuing relevance and should be abolished.

• In future each student body should be invited to make an annual submission for funding, identifying the activities by which it will enhance the student experience and the estimated cost of these. This approach should come into effect for the 2006/07 Budget, with submissions invited by January 2006.
• The student bodies should be encouraged to consider a joint submission for funding, since a joint approach may lead to a more efficient use of funds.

• Funding submissions should be scrutinised by a re-constituted Student Finance Sub-Committee, which should make recommendations to the Finance Committee.

• In 2005/06, without prejudging the levels of funding that may be awarded in future years, there should be an increase in funding for the Students' Representative Council and the Sports Association and a decrease in funding for the Glasgow University Union and the Queen Margaret Union as follows:

<table>
<thead>
<tr>
<th></th>
<th>2004/05 (£)</th>
<th>2005/06 (£)</th>
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<tbody>
<tr>
<td>Students' Representative Council</td>
<td>306,527</td>
<td>368,000</td>
</tr>
<tr>
<td>Glasgow University Union</td>
<td>312,301</td>
<td>156,000</td>
</tr>
<tr>
<td>Queen Margaret Union</td>
<td>275,099</td>
<td>138,000</td>
</tr>
<tr>
<td>GUSA</td>
<td>145,871</td>
<td>172,000</td>
</tr>
<tr>
<td>Hetherington Research Club</td>
<td>25,454</td>
<td>27,500</td>
</tr>
<tr>
<td>Boat Clubs</td>
<td>11,748</td>
<td></td>
</tr>
<tr>
<td>Development Fund</td>
<td></td>
<td>215,500</td>
</tr>
</tbody>
</table>

£1,077,000 £1,077,000

• The University should clarify the full cost of the support it provides for student bodies, including the value of University-funded accommodation.

The Secretary of Court reported that he was aware of the issue that the student body at Crichton College had not received funding in 2004-05 and he indicated that the development fund identified by the working group could be used to address that shortfall.

The President of the SRC generally welcomed the proposals but nevertheless considered that it would be more appropriate to fund the organisation on a three year basis rather than require an annual submission for funding. It was agreed that the details of the funding mechanism be considered by the newly constituted Student Finance Sub-Committee in due course.

41.2 Non-Academic Staff Pension Scheme (NASPS)

The Secretary of Court introduced the report and there was a wide-ranging discussion on the best way forward for the University. Some members felt that the favoured option as detailed in the report was not fair because it involved an increase in staff contributions coupled with a reduction in benefits for future service. Other members of Court considered that the University's financial position was such that it could not afford to maintain the scheme at all. On balance Court agreed to implement the approach favoured at its February meeting, involving an increase in the overall employer and employee contribution to 19%, an increase in the employee contribution from 5% to 6% and maintenance of a final salary scheme on the terms set out in Appendix 1 of Annex 2 to the report. Court noted that terms for future service would thus be consistent with those to the Universities Superannuation Scheme and that, in
addition, continued contributions of over £2M per annum would be made to the NASPS fund so long as required.

Court also agreed to implement the changes with effect from 1 August 2005, being the start of financial year 2005/06.

Court noted that discussions would be held with staff representatives on the implications of the changes for members of the Scheme.

41.3 Governance Questionnaire

Court noted that it would receive a paper at its May meeting suggesting action to improve practice in areas of concern.

41.4 SHEFC Financial Memorandum

Court endorsed Annex 4 to the report as the University's response to the consultation document from SHEFC on the Financial Memorandum.

41.5 Procedure for the Appointment of Deans

Subject to the submission of a further report clarifying the position of the post of Executive Dean of Medicine, Court approved the following updated procedure and the standard memos contained in Annex 5 to the report:

The role of the Dean:

The Dean is responsible to the Senate and to the Court for academic and resource matters respectively.

The Dean is responsible for the overall academic direction, strategic planning and resource matters of the Faculty.

Support for the Dean

The Dean will have appropriate administrative and secretarial support.

The Dean will be seconded to the post from his/her existing department, which will receive an appropriate replacement, usually at Lecturer level.

Eligibility and Term of office

All senior academic staff, normally full-time, of the Faculty are eligible for consideration for appointment as Dean.

The term of office is normally for four years with appointment commencing on 1st August of the appropriate year.

No Dean will serve for more than two consecutive terms of office.

Shorter terms of office may be allowed by the Court if there are circumstances that justify such a variation.

Appointment Process

One year before the term of office of a Dean comes to an end, the appointment process should be undertaken either to identify a Dean-Designate or to re-appoint the existing post-holder for one further term of office.

In the case of it being a Dean-Designate who is identified via this process, appropriate management training will be provided before he or she takes up office.
The mechanism for the appointment of a Dean will normally be as follows:

Appointment of a Committee of Recommendation, consisting of the Vice-Principal with territorial responsibility for the Faculty, two members of the University Court (Senate Assessors and/or Lay Members), a Dean of a cognate Faculty, a member of the academic staff and a member of the administrative/support staff from the Faculty.

Consultation by the committee of all staff (academic, administrative and support) in the Faculty to seek nominations of possible candidates;

Consultation by the committee with incumbent Dean and other senior Faculty Officers and post-holders (both academic and administrative);

Short-listing of candidates by the committee;

Interview of potential candidates by the committee;

A clear recommendation to Senate and Court.

If the Committee deems it appropriate, it may invite short-listed candidates to make presentations to members of Faculty in advance of interviews. The two members of the Committee from the Faculty will be responsible for transmitting the views of those present at such presentations to the rest of the Committee.

Where the Committee decides, after interviews, that it wishes to test opinion when there is more than one clearly appointable candidate, a further consultation may be held, followed by a recommendation from the Committee to Court.

Exceptionally, if no internal candidate is judged to be suitable for appointment as Dean, the Committee may recommend to the Court that an external appointment should be considered.

41.6 Deanship of the Faculty of Engineering

Court approved the recommendation of its Committee of Recommendation that Professor John Hancock be reappointed as Dean of Engineering for the period 1 August 2005 to 31 July 2007.

41.7 Deputy Deanship of the Faculty of Education

Court approved the recommendation of its Committee of Recommendation that Professor Ian Menter, Professor of Teacher Education in the Department of Curriculum Studies, be appointed as Deputy Dean to Professor Jim Conroy from 1st August 2005 until the Dean demits office.

41.8 Headship of the Department of Civil Engineering

Court approved the recommendation of its Appointing Committee that Professor Simon Wheeler be appointed as Head of the Department of Civil Engineering for the period 1st of August 2005 to 31 July 2009.

41.9 Headship of the Department of Physics and Astronomy

Court approved the recommendation of its Appointing Committee that Professor John Chapman be reappointed as the Head of the Department of Physics and Astronomy for the period 1 August 2005 to 31 July 2006.
41.10 Headship of the Division of Nursing and Midwifery

Court approved the recommendation of the Executive Dean of Medicine that Mrs Joan McDowell be reappointed as Head of the Division of Nursing and Midwifery for the period 1 August 2005 to 31 July 2007. Mrs McDowell was appointed as Head of Division on 1 July 2003. At that time, discussions with Glasgow Caledonian University about a Joint School of Nursing had already begun, so the appointment was made for two, rather than the normal four, years. The recommendation to extend the appointment reflects the fact that progress to establish the joint school has been slower than anticipated.

41.11 Headships of the Department of Economics and the Department of Economic and Social History

Court approved the establishment of the following Appointing Committee to recommend successors to Professor Farhad Noorbakhsh (Economics) and Professor Raymond Stokes (Economic and Social History):

- Professor Noreen Burrows (Convener)
- A Senate Assessor to be identified.

41.12 Joint School of Nursing and Midwifery

Court was reminded of its decision on 15 December to approve a Memorandum of Understanding with Glasgow Caledonian University. There remained significant matters to be resolved in relation to the operation of the Joint School and Court noted that a report would be submitted to its meeting in May.

41.13 Deputy Deanship of the Faculty of Veterinary Medicine

Court noted that the Secretary of Court, acting under delegated authority and on behalf of Court, had approved the recommendation of the Dean that Professor Ewan Cameron be appointed as Deputy Dean of the Faculty of Veterinary Medicine for the period 1 January 2005 to 31 December 2008 (or until such time that the Dean, Professor Stuart Reid demits office).

41.14 Associate Deanship (Research) Faculty of Veterinary Medicine

Court noted that the Secretary of Court, acting under delegated authority and on behalf of Court, had approved the establishment of the following Appointing Committee that Dr Iain Morgan of the Division of Pathological Sciences be appointed as Associate Dean (Research) of the Faculty of Veterinary Medicine for the period 1 January 2005 to 31 December 2008.

41.15 Headship of the Dental School

Court noted that the Secretary of Court, acting under delegated authority and on behalf of Court, had approved the recommendation of the Appointing Committee that Professor Jeremy Bagg, of the Infection and Immunity Section succeed Professor David Wray as Head of the Dental School for the period 1 January 2005 to 31 December 2008.

41.16 Headship of the Division of Molecular Genetics in IBLS

Court noted that the Secretary of Court, acting under delegated authority and on behalf of Court, had approved the establishment of the following Appointing
Committee to recommend a successor to Professor Julian Dow who was due to demit office on 31 July 2005:

- Professor John Coggins (Convener)
- Dr Jacqueline Atkinson (Senate Assessor)

41.17 Academic Session Dates - 2005-06
Court noted that the Secretary of Court, acting under delegated authority and on behalf of Court, had approved the dates for the Academic Session 2005-06 and the Provisional Dates for the Session 2006-07.

CRT/2004/42. SHEFC Visit
Court noted the generally favourable report from SHEFC following its formal institutional visit to the University and thanked the Academic Secretary for her significant contribution to making the visit a success.

CRT/2004/43. Communications from Senate: 24 February 2005

43.1 Dates of Session: Dental School
Court approved the proposed dates for session 2005-06 and the provisional dates for session 2006-07 for the Dental School.

43.2 Education Committee Name and Remit
Court approved the change of name of the Committee to the Education Planning and Strategy Committee and the new remit as set out in the report.

43.3 Faculties of Law and Financial Studies and Social Sciences: Result of Ballot on Proposed Merger
Court approved the recommendation to merge the two Faculties and the adoption of the name of the new faculty as the Faculty of Law, Business and Social Sciences.
Court noted that the merger would require the formal amendment of Resolution 213, Composition of Faculties.

CRT/2004/44. Minutes and Reports of Court Committees

44.1 Human Resources Committee
Court approved the Capability Procedure, as set out in the report, for immediate implementation.
Court approved the paper on Skills Development for Postdoctoral Research Assistants and agreed the implementation date of 1 August 2005. The correct title of the document would be clarified and amended if necessary.
The report of the Human Resources Committee was otherwise noted.
44.2 Estates Planning and Strategy Committee

The report of the Estates Planning and Strategy Committee was noted.

44.3 Finance Committee

Court approved the proposal to retain the University of Glasgow Trust as a fundraising vehicle independent of the University.

Court granted financial approval for the project to construct a new Small Animal Hospital at Garscube.

The report of the Finance Committee was otherwise noted.

44.4 Research Planning and Strategy Committee

The report of the Research Planning and Strategy Committee was noted.

44.5 Museums and Galleries Committee

In response to the repatriation requests from New Zealand and Australia, Court approved the following recommendations of the Committee:

- Material, which could be localised to a distinct community or traced to a named individual, should be returned to the family of the related kin group.
- Material, which served no purpose as a collection item for research or display or as part of a collection context as a result of its fragmentary condition and unlocalised origin, should be repatriated.
- Unprovenanced material should be retained in order that it can be further researched in dialogue with the claimant communities and to enable the ultimate destination of the material to be clarified.
- Before any material was returned, a full photographic record and samples of DNA should be retained.

Court also approved the loan request set out in the report from the Dulwich Art Gallery, subject to the following conditions: courier for delivery and return to both venues and the use of an approved external packer.

44.6 Education Committee

Court approved the remit and composition of the Education Planning and Strategy Committee as set out in the report.

44.7 Safety Directorate

The report of the Safety Directorate was noted.

44.8 Health, Safety & Environment Committee

The report from the Health, Safety and Environment Committee was noted.

44.9 Audit Committee

The report from the Audit Committee was noted.
44.10 Academic and Academic Related Board of Review

Court noted the promotions to Professorships/Readerships which were homologated from the February meeting of Court.

CRT/2004/45. Any Other Business

45.1 Director of Crichton College

The Secretary of Court undertook to clarify what arrangements would be made to mark the retirement of the Director of Crichton College.

CRT/2004/46. Date of Next Meeting

The next meeting of the Court would be held on Wednesday 11 May at 14:00.

Prepared by: Ian Hawkins Clerk to Committee i.hawkins@admin.gla.ac.uk
Last modified on: Wednesday 4 May 2005
Version: 1