40.1 Senior Management Structure

The Principal gave a presentation on the future shape of the senior management structure at the
He reported that his thoughts had been refined by discussions with senior figures within the University and two external advisors. The emerging conclusions had been thoroughly discussed with the Vice-Principals and the Deans and at the Resource Strategy Committee away day. There had been general support for the shape of the structures that had emerged from that process. The advice the Principal had received during the process, together with his own instincts, had led to the conclusion that the existing structures should be amended rather than be replaced by something entirely different. The latter course of action, such as reducing the number of Faculties from eleven to three, would inevitably absorb energy from the Institution; energy that would be more appropriately applied to addressing the many challenges facing the University in the short and medium terms. It was intended therefore to retain the existing Faculty structure and rely on the Deans to manage their budgets strategically at a University level and with imagination. It was also intended to retain the Vice-Principals as an essential layer in the management structure and to strengthen their territorial role. The Principal was of the view that Vice-Principals had a real territorial role to play with their group of Deans as had been demonstrated in the first round of budget meetings. He also considered that there was a role for the Vice-Principals to play as mentors to the Deans when hard decisions had to be made. It was therefore intended to consolidate and reaffirm the role of the Vice-Principals in their support of the Deans as budget holders.

The Principal envisaged a separation of the strategic and territorial roles of the Vice-Principals. The importance of the two strategic areas of Research and Enterprise and of Learning and Teaching would be reflected by the separation of these roles from territorial responsibilities in the case of Research and Enterprise and from the role of the Clerk of Senate in the case of Learning and Teaching. He also considered that there was an important strategic role for External Relations. This would result in a structure with six Vice-Principals - three territorial VPs and three with the strategic responsibilities as outlined above.

The Principal, The Vice-Principals, the Deans, the Secretary of Court and the Director of Finance would together form a Senior Management Group which, although large in number, would bring together all the necessary people with authority and commitment round the table and would be smaller than the Resource Strategy Committee which would be wound up. The current University Management Group would also cease to exist.

With regard to the arrangements to replace UMG’s overview of the day to day activities the Principal has, as yet, no firm view but was inclined to establish a few small sub-groups of the Senior Management Group reporting back to the larger body. He emphasised that the University was in a dynamic situation and that it would need to retain the flexibility to change its management structures, such as the numbers of Faculties and Vice-Principals, as and when necessary to reflect the changing environment it found itself in.

The Senior Management Group would be accountable to Court through the Principal and by means of regular reports from individual Faculties or Territories as well as cross cutting subject areas. It was intended that the Finance Committee would continue to “sign off” the budgets. In the short term the new structure would be implemented immediately to take over the current budget round. Job descriptions would be clarified for the new Vice-Principal roles and for the Deans. In the medium term the Principal intended to design a planning and resource allocation process for the 2005-06 budget and address matters relating to the relationships between the Centre and the Faculties/Departments. The potential to streamline the Committee operation would be investigated and a review of the University’s communications, both internal and external would be undertaken. He considered it crucial that the University be able to explain what it was doing and why and relate this to its strategic objectives with a view to building a clear image.
In response to questions the Principal agreed to circulate to members of Court the bullet points that accompanied his presentation.

With regard to the long term strategic thinking of the University the Principal stated that this would be addressed as part of the strategic planning process led by a strengthened Planning Office.

In order to address succession planning issues the Principal envisaged one of the sub-groups of the Senior Management Group referred to above being given the responsibility for people issues such as identifying individuals for succession and supporting those seen to be struggling.

Court thanked the Principal for his presentation.

### 40.2 The SHEFC Main Grant Letter

The Principal gave a presentation on the SHEFC Main Grant letter.

The Principal reported that the grant to the University showed an increase of 4.6% (a modest increase in real terms) but due to the prudent line taken in the University’s budget setting process equated to an increase over the budget forecast. With regard to the Teaching Grant this was reasonably positive with significant rises in percentage terms for both widening access and the disabled students premium. As far as Research Grant was concerned, although the University had received a 9.6% increase, this was less than the national average. The Principal explained that this was in part a result of the University’s strategy to declare only high performing staff in some areas for the 2001 RAE which meant that, although highly rated, the volume of staff in some units of assessment was lower than in others, this being reflected in lower grants. He added that the external contract research did not include all medical staff and that new arrangements currently being negotiated with NHS Glasgow would go some way to giving a better picture in the future.

With regard to future actions the Principal stated that the University was still underfunded on teaching and that there was a significant amount of work to be done in persuading the Scottish Executive to rectify that position. The University would also continue to build upon the RAE 2001 success.

In response to questions the Secretary of Court confirmed that the apparent anomaly in the trends over the last five years of the University doing better than rival institutions for the first three years but less well in the later two was due to the metrics of the Quality Research exercise. Also in response to questions, the Director of Finance reported that it was not true to say that the University made a profit from research and a loss from teaching. He referred to the Transparency Review that indicated that all publicly funded teaching in UK Universities operated at a loss but added that the University made money from its overseas students. He informed Members that publicly funded research also operated at a loss and that the Main Grant Letter only referred to Quality Research Grant from the Funding Council. Court noted that, looking at the wider picture, data held by the Higher Education Statistics Agency indicated that the University had increased its research income by 58% over the last five years - a higher rate than any of the other top ten research-rich institutions in the UK.

Court thanked the Principal for his presentation.

### MINUTE OF LAST MEETING

Court approved the minute of the meeting held on 11 February 2004 save for recording that Professor Malcolm McLeod was present.

### 42. MATTERS ARISING
42.1 Committees of Recommendation for Deanships

Court noted that the way in which student views are to be taken into account with regard to the appointment of Deans would be considered as part of the ongoing review of management structures within the University. Court also noted the strong view of the Human Resources Committee that students should not be included in the membership of Committees of Recommendation for Deanships and agreed that this view be taken into account as part of the review process.

42.2 Redundancy Matters in the Faculty of Medicine

The Director of Human Resources reported that of the four Technicians who had accepted voluntary redundancy, three had a termination date of 31 March 2004 and the termination date of the fourth had not yet been agreed between the parties.

Court noted that the details of the Technicians had been entered onto the Job Seekers Register but no suitable alternative posts had been identified and that the way the Register operated was to be reviewed and improved. Court also noted that recommendations on how to improve the operation of the Register had been received by the Director of Human Resources from AMICUS: MSF.

Court otherwise noted the Matters Arising report and its addendum.

43 MINUTES AND REPORTS OF COURT COMMITTEES

43.1 Finance Committee

43.1.1 Hub Redevelopment

Court agreed the recommendations of the Finance Committee that:
- The proposed refurbishment of the Hub proceed to the tender stages, with a ceiling of [restricted business] on project cost;
- The proposed refurbishment be partly financed from internal University funds and largely financed from burrowed capital;
- The loan finance be engineered to be sufficiently flexible so as to reduce potential breakage costs, and that consultancy support be used to assist in the procuring of such finance.

Court noted a proposal that once the space occupied by the John Smith Bookshop in the John McIntyre Building became available its use as a new front of house facility for the University would be considered. This proposal would stand alongside another proposal for use of the space by the Students Representative Council.

43.1.2 Garscube Phase 3

Court agreed the recommendation of the Finance Committee that the tender process be entered into and that authority be granted to accept a Design and Build tender if the Design Specifications were met at, or under, a cost of [restricted business] (resulting in a maximum full project cost of [restricted business]).

43.1.3 Private Car Mileage Rates
Court **agreed** to continue to align the rates used to reimburse employees for using their cars to travel on University business with those of the Inland Revenue i.e. at a level of 40p per mile for all claims in a tax year up to 10,000 miles and beyond 10,000 miles at a rate of 25p per mile.

The Director of Finance advised that any proposal to raise the rates used to reimburse employees for using their bicycles on University business above the Inland Revenue agreed rate would result in a tax liability on the benefit in kind and the University would be liable for increased National Insurance contributions. He undertook to discuss the matter further with interested members outside the meeting.

43.1.4 New Bank Account Request - GU Heritage

Court **agreed** that until such time that the University has sight of a complete Business Plan, GU Heritage be permitted to open a separate bank account rather than one within the University's group banking arrangement.

Court otherwise **noted** the Report from the Finance Committee on 10 March 2004.

**43.2 Audit Committee**

Court **noted** the Report from the Audit Committee Meeting held on 1 March 2004.

**43.3 Human Resources Committee**

43.3.1 Disability Training Plan

Court **noted** that it was the intention of the Equality and Diversity Strategy Committee that mental health would be included in the training programmes for the Disability Training Plan.

43.3.2 Research Support Staff in the Faculty of Medicine

Court **approved** the proposal from the Faculty of Medicine in relation to the need to recruit and retain experienced, highly qualified research staff to support Research Group Leaders or Core Facilities. (Attached as Appendix 1 to the report of the Human Resources Committee).

Court otherwise **noted** the report from the Human Resources Committee held on 25 February 2004.

**43.4 Academic and Academic Related Board of Review**

Court **noted** the receipt of the replacement paper and **approved** the recommendations in that paper from the Academic and Academic Related Board of Review held on 16 February 2004.

Court **noted** that the report included the following three individuals referred to in the report who had had their applications dealt with under the fast track procedure and **agreed** that in future such applications be identified in the report:

- Promoted to Senior Lecturer – Mr Fergus McNeil
- Promoted to Readership – Dr Carole Hough
Appointed to an Honorary Professorship - Mr Craig Armstrong

Court further noted that the Academic and Academic Related Board of Review had also recommended that Dr Gianmarco Radice of the Department of Aerospace Engineering be advanced to Lecturer B with effect from 1 March 2004 but this information had been missed off the report. This application had also been dealt with under the fast track procedure. Court agreed the advancement of Dr Radice.

43.5 Technical and Related Board of Review

Court approved the recommendations from the Technical and Related Board of Review held on 4 March 2004.

43.6 External Relations and Marketing Committee

Court noted the recent increase in positive publicity and stories in the media showing the University in a good light and agreed that its thanks be passed to the Acting Head of Publicity Services for a good job well done.

In response to questions the Director of Estates and Buildings reported that although the adequacy of the signage for toilets from the Bute Hall could be reviewed there was no space available to increase the provision of the facilities themselves.

Court otherwise noted the report from the External Relations and Marketing Committee held on 10 February 2004.

43.7 Estates Planning and Strategy Committee

Court noted that, under the current budget exercise, a bid for additional funding had been submitted to address the growing catalogue of backlog maintenance and to meet statutory compliance obligations. In response to questions the Director of Finance reported that it was too early in that process to say whether the bid would be accommodated or not and the question of any future resource implications would revert to Court as and when necessary.

In response to questions Court was informed that

1. The legislation currently going through the Scottish Parliament would not require the University to have sprinkler systems installed in its student residences; and

2. The maintenance of the Dental Hospital and School building on Sauchiehall Street was the responsibility of the NHS, not the University.

Court otherwise noted the report from the Estates Planning and Strategy Committee held on 23 February 2004.

43.8 Safety Directorate

Court noted that Professor Alan Cooper, the Convener of the Health Safety and Environment Committee would assume the Convenership of the Safety Directorate following the resignation from that position of the Secretary of Court.

Court otherwise noted the report from the Safety Directorate held on 1 March 2004.
43.9 Joint Committee of Court and Manual and Ancillary Staff

Court noted the report from the Joint Committee of Court and Manual and Ancillary Staff held on 28 January 2004.

43.10 Equality and Diversity Strategy Committee

Court noted the report from the Equality and Diversity Strategy Committee held on 21 January 2004.

43.11 Update on the implementation of the Freedom of Information (Scotland) Act, 2002

In response to questions the Academic Secretary reported that Universities Scotland was coordinating discussion on how the Act will impact upon the release of information regarding staff who work with animals, areas covered by intellectual property considerations and matters which were commercially sensitive. She assured members that it was well understood that other legislation permitted the University not to release information in areas such as these and that it was intended to establish clear guidelines for staff to underline this position. These guidelines would include advice to consult the Freedom of Information Officer where staff were in any doubt.

Court otherwise noted the report.

43.12 Convener’s Report from the Resource Strategy Committee Retreat -March 2004

Court noted the report from the Resource Strategy Committee Retreat.

44 COMMUNICATIONS FROM SENATE

44.1 Dental School Dates

Court approved the Dental School Dates for Academic Session 2004-05 and Provisional Dates for 2005-06 as set out in Appendix 1 to the Communications from Senate.

Court otherwise noted the Communications from Senate on 11 March 2004.

45 REPORT FROM MANAGEMENT GROUP

45.1 Crichton Campus

The Principal drew members’ attention to the decision that the Crichton Campus should be regarded as an integral part of the University and that the commitment of funds to support it should be integrated into the current budget round and cover the medium to long term.

In response to questions about the proportion of fully-funded to fees-only students at Crichton, the Secretary of Court stated that discussions with the Funding Council were continuing as the University sought to increase the level of funding to reflect the number of students in place.

Court noted that the Vice-Principal, Staffing had been given the task of planning for a successor to the current Director of the Crichton Campus on his retirement.

45.2 Small Animal Hospital

With regard to the proposed Small Animal Hospital (SAH) at Garscube, Court noted the views
of some members that the details of this project be given the closest scrutiny. Court noted that the Finance Committee would give due consideration to these issues when the Business Plan was submitted by the Faculty of Veterinary Medicine. Court otherwise noted the report from the Management Group.

46 REPORT FROM THE SECRETARY OF COURT

46.1 Formal Designation of Acting Secretary of Court

Court agreed that,

Ms Jan Hulme, Academic Secretary be designated as Acting Secretary of Court both in relation to Ordinance 177 (Execution of Deeds) and to powers delegated to the Secretary by Court to act on its behalf on routine matters between meetings.

Professor Peter Holmes, Vice Principal, Research be designated as Certificate Holder for the University to satisfy Home Office requirements, and

Professor Andrew Nash, Clerk of Senate, be appointed as the University's nominated Director of Glasgow Student villages Ltd., with effect from 1 April 2004.

46.2 Appointment of Deputy Dean of the Faculty of Information and Mathematical Sciences

Court noted that the Secretary of Court, acting under delegated authority and on behalf of Court had approved the appointment of Professor David Fearn as the Deputy Dean of the Faculty of Information and Mathematical Sciences. The appointment to run from 1 December 2003 until 1 August 2004 when Professor Fearn is due to assume the Deanship of the Faculty.

Court agreed the establishment of the following Committee of Recommendation to consider the Dean elect's nomination of a Deputy Dean for the period 1 August 2004 to 31 July 2008.

- Professor Robin Leake, Territorial Vice-Principal
- Professor David Fearn, Dean elect
- Mr Ronald Graham, Member of Court

46.3 Headships of Divisions in the Faculty of Medicine

Court agreed the following Acting Headships in the Faculty of Medicine as recommended by the Executive Dean:

**Developmental Medicine** - Professor Mike Connor with effect from 1 January 2004 to replace Professor Ian Greer who has been appointed by Court as the Deputy Dean of the Faculty of Medicine.

**Clinical Neuroscience** - Professor Peter Kennedy with effect from 1 January 2004 to such time as the Division has been reconfigured.

**The Dental School** - Professor David Wray, an extension of his existing Headship from 31 July 2004 to 31 December 2004.

Court also agreed the establishment of the following Appointing Committee for the substantive
posts, Head of the Division of Developmental Medicine and Head of the Dental School:

Professor Stephen Smith (Dean)
Professor David Bennett (Senate Assessor)

46.4 Deanship of the Faculty of Biological and Life Sciences (FBLS)

Court agreed the re-appointment of Professor John Coggins as Dean of FBLS for a period of two years from 1 August 2004 to 31 July 2006 with the opportunity of a further two-year appointment to be decided in 18 months time by Court.

Court agreed the appointment of Professor Paul Hagan as Deputy Dean from 1 August 2004 for the duration of Professor Coggins’s deanship (to replace Professor Alan Taylor) and that Professor Hagan be empowered with responsibility for staffing (all categories), administrative structures (in association with the Faculty Secretary) and Estates planning. To support his research programme, Professor Hagan be allocated a Research Assistant or Research Officer during the period of his appointment.

Court recognised the support provided by Professor Alan Taylor and agreed his appointment as Associate Dean for Special Strategic Initiatives from 1 August 2004 for the duration of Professor Coggins’s deanship.

Court noted that both Professors Hagan and Taylor would be given clear descriptions of their respective responsibilities prior to their appointments.

46.5 Representative on the General Convocation of the University of Strathclyde

Court noted that Professor Peter Holmes had been re-appointed as the University’s representative on the Convocation of the University of Strathclyde for the period 1 August 2003 to 31 July 2006.

46.6 Bequest

Court noted the receipt of a bequest from the late Ms Marjorie Steel of £500 to the University, the funds having been applied to the work of the University Library.

46.7 Emergency Senate Assessor

Court noted the payment to Professor Jan Macdonald of an ad-hoc ex-gratia sum of £1500, equivalent to half the normal Senate Assessor honorarium, in recognition of her contribution as a former Senate Assessor to the recently completed promotion cycle.

46.8 Review of Ordinances affecting the General Council

Court noted that the Secretary of Court, acting under delegated authority and on behalf of Court, had established a Court Review of the Ordinances affecting the membership of the General Council, the General Council Register and the role of the General Council Registrar. The Review Group had the following membership and would report to Court on the outcome of the review in due course;

Head of Registry
Clerk to the General Council
46.9 Calendar of Actions

Court noted the Calendar of Actions.

46.10 Non-Academic Staff Pension Scheme (NASPS)

Court agreed the appointments of Jan Hulme and Shona Morrison as trustees of the University of Glasgow NASPS, in place of Dugald Mackie and Michael Yuille respectively, to serve as Trustees until the University appoints the new Secretary of Court and the new Director of Finance. The membership of the Trust will therefore stand as:

- Craig Reedie, Chairman (Lay Member of Court)
- Principal
- Acting Secretary of Court
- Deputy Director of Finance
- George Gardiner, Member Nominated Trustee
- Margaret Anne McParland (Unison)
- John Speirs (TGWU)
- Robert Harkins (Amicus MSF)

46.11 Draft Resolution Of Court

Draft Resolution 506 – Change of Title of Chair of Applied Economics

Court noted that the Secretary of Court, acting under delegated authority and on behalf of Court had approved a Draft Resolution changing the name of the above Chair to the following:

The Cairncross Chair of Applied Economics

46.12 Summary of Key Statistics

Court noted that the figures for the Debtor Balance as a % of invoiced total set out in Appendix 2 to the report appeared high because the main tuition fee invoices were issued in February and this report was for the period ending January 2004. Court agreed that the Lay Advisory Committee be sent figures allowing a comparison with previous years.

46.13 Governance Proposals

Court noted the report submitted by the Head of the Internal Audit Service and its relevance to the proposals expounded by the Principal earlier in the meeting about governance, the role of Court and the University’s senior management (Minute 40.1 refers). Bearing in mind the Principal’s intentions for the senior management and its accountability to Court, it was agreed that consideration of the proposals from the Head of the Internal Audit should be deferred until June 2004 to afford the new structures the opportunity to bed down.

46.14 Constitution and Bye-Laws of the SRC
Court considered the addendum to the report and agreed to approve the Constitution of the SRC attached as Appendix 3 to the report.

Court also agreed to the amendments to the Bye-Laws that required its approval namely:
- With regard to paragraph 2.4.1 of Chapter 2 of the Bye-Laws the Convener of the Constitution and Procedure Committee (rather than the Senior Vice-President - a post which it was proposed to scrap) should be the Preses (formerly called the Chair of Council).
- With regard to paragraphs 1.2, 1.3 and 1.6 of Chapter 7 of the Bye-Laws the new post of Depute President be identified in the Complaints Procedure to share the existing duties of the President.
- With regard to paragraph 4.1 of Chapter 6 the Academic Conveners and Charities Officer elections be reintroduced to the Executive Elections and the elections be renamed the SRC Autumn Elections and the SRC Spring Elections. In addition the reference to "Senior Vice-President" in paragraph 1.8 of Chapter 6 be replaced by "President".

Court also noted that the Secretary of Court had concerns about a proposed amendment to the SRC Bye-Laws regarding the responsibilities of the Executive in relation to the day to day management of staff. This matter would now be subject to further discussion pending a good practice audit of governance and management arrangements within the SRC to be undertaken within the next three months. (Paragraph 1.6.1 of Bye-Laws Chapter 1 refers). Court noted that the SRC had stated that it was aware of the shortcomings of the relevant Bye-Law and the need for clarification of the management arrangements.

46.15 Appointment of the Head of the Department of Politics

Court agreed the recommendation of its Appointing Committee that Mr Andrew Lockyer be re-appointed to the Headship of the Department of Politics for a further period of 2 years from 1 August 2004 to 31 July 2006.

46.16 Appointment of the Head of the School of Law

Court agreed the recommendation of its Appointing Committee that Professor Tom Mullen be appointed as Head of the School of Law for a period of 4 years, from 1 August 2004 to 31 July 2008.

46.17 Report of the Redundancy Committee – 18 March 2004

Court agreed that subject to the caveat that the Division of Community Based Sciences confirm that the grant associated with the Clinical Senior Lecturer was secure and that the day to day managerial arrangements regarding the staff working to the grant were also secure, the post of the Clinical Senior Lecturer in Occupational Health Medicine be terminated from 31 March 2004 and that the post holder be made redundant from that date.

46.18 Professor David Bennett

The Secretary of Court reported that Professor David Bennett, Senate Assessor was to be awarded a Petplan Charitable Trust Veterinary Award for outstanding contributions to veterinary
research in recognition of his work in the area of arthritis. Court expressed it hearty congratulations to Professor Bennett on the receipt of this prestigious award. Court otherwise noted the Report from the Secretary of Court.

47. Any Other Business

47.1 Farewells

Court noted that this would be the last Court meeting of the Secretary of Court, the Director of Finance and the Director of Human Resources. Court joined the Chancellor's Assessor in paying tribute to these officers of the University who, in their different ways, had helped bring the University into the 21st Century with their contributions. Court expressed its thanks for everything they had done for the University and wished them well in their new posts variously at the University of Manchester and the University of Liverpool.

48. Date of Next Meeting

The next meeting of Court will be held on 5 May 2004.