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UNIVERSITY OF GLASGOW

Court

Minute of Meeting held on Wednesday 27 June 2007 in The Forehall

Present:

Mr Anders Aufderhorst-Roberts SRC Assessor, Mr Norman Berry General Council Assessor, Professor John Briggs Senate Assessor, Mr Peter Daniels Co-opted Member, Ms Barbara Duffner Co-opted Member, Dr Robin Easton Co-opted Member, Professor Mike French Senate Assessor, Mr James Gibb General Council Assessor, Dr Alastair Hunter Employee Representative, Dr Martin Macauley Senate Assessor, Mr Alan Macfarlane General Council Assessor, Dr Laura Martin Senate Assessor, Professor Keith Millar Senate Assessor, Ms Shona Morrison SRC President, Mr David Ross General Council Assessor, Mr Alex Ross Employee Representative, Sir Muir Russell Principal, Professor Michael Scott-Morton Co-opted Member, Professor Mona Siddiqui Senate Assessor, Mr Kevin Sweeney General Council Assessor, Mrs Joy Travers Chancellor's Assessor (Convener).

In attendance:

Professor Steve Beaumont (Vice-Principal Research & Enterprise), Mr Ian Black (Director of Human Resources), Mr Robert Fraser (Director of Finance), Miss Jan Hulme (Academic Secretary), Professor Robin Leake (Vice-Principal Physical Sciences & Engineering), Mr Jim McConnell (Director of Estates and Buildings), Ms Deborah Maddern (Administrative Officer), Mr David Newall (Secretary of Court), Professor Andrea Nolan (Vice-Principal Learning & Teaching), Ms Susan Stewart (Director of Corporate Communications)

Apologies:

Members: Dr Jacqueline Atkinson Senate Assessor, Professor Andrew Christie Co-opted Member, Mr Mordechai Vanunu Rector.

Attenders: Professor John Coggins (Vice-Principal Life Sciences & Medicine), Professor Andrew Nash (Clerk of Senate)

CRT/2006/40. Announcements

Court welcomed Ms Mhairi Wilson, the SRC President elect, as an observer.

CRT/2006/41. Minutes of the meeting held on Wednesday 18 April 2007

The minutes were approved.

CRT/2006/42. Matters Arising

There were no Matters Arising.

CRT/2006/43. Report from the Principal

CRT/2006/43.1 Crichton Campus

Court was reminded that at its last meeting, it had been advised that the process of looking at options for Crichton was ongoing and that an academic plan was being drawn up to address the implications of the University’s decision not to admit new Undergraduate students in 2007. Court noted that following the May
parliamentary election, there had been renewed contacts from ministers regarding Crichton. The University's position remained that it would participate in the Funding Council's route-map discussions for the Campus, but that any longer term presence beyond commitments to existing students would have to be on a secure, sustainable and break-even basis.

**CRT/2006/43.2 Matters discussed at the Senior Management Group**

It was noted that surveys were being analysed with regard to the Gender Equality Duty. Other matters discussed recently at the Senior Management Group appeared elsewhere on the Court agenda.

**CRT/2006/44. Reports of Court Committees**

**CRT/2006/44.1 Finance Committee**

**CRT/2006/44.1.1 University Budget 2007/2008 to 2009/2010**

Court received a presentation on the University Budget 2007/2008 to 2009/2010 from Mr Robert Fraser, Director of Finance.

Court noted that the budget for 2007/2008 through to 2009/2010 showed the University delivering a positive operating position in both surplus and cash terms. Key Performance Indicators had been included as a major factor in the budget setting process, the most significant of these being research income and percentage margin, and overseas student numbers. A target of 5% growth in both research income and research percentage margin had been established.

Court heard that a 10% increase in gross salaries in 2007/08 included a 7% inflationary uplift with the level of void savings expected to be low, in comparison with previous years, as a result of the RAE.

A £3m operating surplus was forecast in 2006/07, which was ahead of budget by £3.6m due to void savings and savings on modernisation costs on general funds.

Tuition fees were expected to grow by £6m in 2007/08 and interest received was expected to decrease as cashflow reduced in line with the planned capital investment programme. Salaries were expected to increase as a result of incremental drift, pay awards and a reduction in void savings. Due to the level of investment in key staff over the last few years, research revenue was expected to increase by £3.5m. An operating surplus of £2.1m was forecast for 2007/08, allowing for £13m towards maintenance of the estate. Excluding Crichton, all but one of the Faculties were expected to provide an increased contribution.

Court noted that the budgeting process had a number of financial risks and opportunities inherent in the underlying assumptions and that the overall University target sought to take a balanced approach to this. Examples included a negative impact on contribution of £2.2m for the overseas student target being missed and a positive impact on contribution of £4.6m for headcount voids.

It was noted that after accounting for FRS17, reserves and revaluations, the historical cost surplus position to be reported to the Funding Council was £6.3m in 2007/08.

It was confirmed that adjustments would be made to figures for the Hub and the Small Animal Hospital.

Court thanked Mr Fraser for his presentation and thanked him and his team for production of excellent committee papers.
Court approved the University budget.

**CRT/2006/44.1.2 University's Banking Facilities**

Court approved a change in the terms and conditions of a credit facility, a resolution regarding a supplemental agreement which would provide a loan facility, and the opening of new currency accounts, in order to attract a greater rate of interest from currency balances.

**CRT/2006/44.1.3 Private Placement Facility**

Court approved entry into a private placement facility up to £60m, on terms already considered by Finance Committee, should a decision be taken to acquire the Western Infirmary site.

**CRT/2006/44.1.4 VAT on invoices to NHS**

Court noted that the Director of Finance would be taking forward with HM Revenue & Customs the matter of VAT on the supply of clinicians to the NHS, with a view to reaching final agreement on the matter.

**CRT/2006/44.1.5 Key Performance Indicators for Finance**

Court noted a set of 7 KPIs with an analysis of performance against key indicators.

**CRT/2006/44.1.6 The Hub**

Court noted that the Finance Committee had considered the options and had agreed to recommend the Hub project to Court based on an estimated higher cost of £11.44m, noting that this was a unique project that would significantly enhance the service provided to students and would free up space for academic use elsewhere on site. Court also noted that, due to time constraints, the Principal, Chancellor’s Assessor and Secretary of Court had accepted the recommendation on behalf of Court.

**CRT/2006/44.2 Audit Committee**

Court noted that in November 2006, the Audit Committee had received a report on the operation of the 2005 Voluntary Severance Scheme in which it had been reported that there had been one full-time and a number of casual unauthorised re-engagements. It had been agreed that a further review would be carried out. This analysis had been undertaken and of the seven cases identified, five had not been approved by the Remuneration Committee. Having reviewed these, the Audit Committee had agreed that the cases involved casual re-engagement for short periods and were relatively minor. It had also agreed that a general principle of non re-engagement should continue.

Court heard that the Audit Committee was satisfied with progress on matters raised in audit reports.

Court noted that a review was under way with regard to security data and the possibility of centralising security recording to improve quality and to address data protection matters more effectively.
Mr Ian Black, Director of Human Resources, gave a presentation on the staff engagement & well-being survey. Court heard that the response rate had been about 25% which was normal for this type of survey. The response was mainly favourable, with some areas for further action.

Court was advised that the main topics covered by the survey had been staff training and development; communications; management development; performance management; and wellbeing at work. All but the final area had been included in a similar survey undertaken in 2004. Most areas had improved since that survey. Analysis was ongoing; Faculties and University Services would be involved in discussions about the outcomes and recommended actions going forward.

Court noted that the main conclusions to date were: that staff had a good understanding of University and departmental aims; that staff had certainty about their roles but did not always feel well praised; that staff enjoyed work and were committed to the University; that a significant number had not received training and development; with regard to organisational communications, that University and managerial communication needed improvement but that local and inter-departmental communications were considered better; that the workforce enjoyed reasonably good wellbeing in the workplace, but that workload was a concern; and that staff saw little discussion of business process improvement with their managers. With regard to the latter issue, early analysis of the outcomes of the survey had identified that this was an opportunity to engage more effectively with staff. It was noted that a more effective system of Performance and Development Review should help address some of the other identified shortcomings.

Court heard that possible further actions arising from the survey included communication initiatives, supported by Corporate Communications and the Staff Development Service but led by senior managers; training to increase staff expertise in work-related pressures; discussions with campus Trade Unions; leadership development programmes for managers and supervisors; and discussions with managers and Deans in areas of lower performance or well-being scores.

Court noted that other stakeholders were also consulted by the University to obtain feedback, an example being the now annual Student Survey.

Court thanked Mr Black for his presentation.

Court approved the new Recruitment and Selection Policy.

Court noted that the Human Resources Committee had considered data relevant to Key Performance Indicators, and relating to issues such as gender balance, age profile, training and staff attitude. Further work was now being done to develop a set of robust indicators.
CRT/2006/44.4 Estates Committee

CRT/2006/44.4.1 Estates Strategy

Mr Jim McConnell, Director of Estates & Buildings, gave a presentation on the Estates Strategy. Court was advised that the complete document was available to members.

Court learnt that the strategy was based on the University’s strategic objective to develop the facilities and infrastructure to support academic excellence. The key areas within this were improved facilities for students; prudent capital investment to support core strategies; and ensuring that expenditure on maintenance was at a level which improved the fabric of the existing estate.

Court heard that the estates vision was for an internationally recognised estate with a complementary blend of historic and modern architecture which was accessible, bio-diverse, promoted healthy lifestyles and was maintained in a sustainable, safe and secure condition. Court noted that the strategy retained sufficient flexibility for future academic developments or technologies, which would be addressed through the further development of the estate. The approach was a holistic one based on sustainability, on enhancing the student experience and on building on links with local institutions, the local area and visitors. It was planned to have “themed” areas, with headings such as “historical”, “learning resources” and “science” within the campuses and to create a number of attractive gateways at strategic locations. Discussions were ongoing with potential funders and civic authorities, who were enthusiastic about the strategy.

Court thanked Mr McConnell for the interesting presentation and for summarising what were exciting developments for the estate.

CRT/2006/44.4.2 Scottish Centre for Ecology & the Natural Environment (SCENE)

Those present who had been at the last Estates Committee meeting expressed the view that the policy intention with respect to SCENE had been that the only viable option was a 45-bed facility, since this size of building was sufficient for the University’s purposes, would still permit an application for Inter Reg (European) funding and should not reduce philanthropic donations to the project. On this basis, approval had been given to the submission of a planning application, but if further analysis indicated that the project would not break even, then it should not proceed. Court agreed that this approach should be taken.

Court noted that further discussions would take place over the summer with a view to finalising the development.

CRT/2006/44.4.3 Capital Projects

Court noted progress reports on a number of capital projects.

CRT/2006/44.4.4 Small Animal Hospital

Court noted the significant difference between the agreed budget cost and the tender sums with regard to the Small Animal Hospital Development, which amounted to £2.5-£3m of difference. It endorsed the decisions of Estates Committee about the importance of the facility, and approved the decision of Estates Committee to commit to the project at the increased cost.
CRT/2006/44.4.5 The Hub
Court noted the decision of the Estates Committee to proceed with the Hub Redevelopment at an increased budget cost of £11.44m.

CRT/2006/44.4.6 Key Performance Indicators for Estates
Court noted a set of KPIs relating to estates matters.
Court noted that the minute forming part of the Estates Committee report was still to be finalised and approved at the next meeting of the Committee.

CRT/2006/44.5 Health, Safety and Environment Committee
CRT/2006/44.5.1 Waste Recycling
Court noted that the University would adopt mandatory paper recycling in all areas from September. The initiative would bring significant financial savings to the University; these would be utilised to support the development of further environmental improvement projects.

CRT/2006/44.5.2 Sustainability and Environmental Issues
Court noted the formation of a Campus Sustainability Group, which would consider estates-related sustainability issues.

CRT/2006/44.5.3 Pedestrian Road Safety on University Avenue
Court noted the Health, Safety and Environment Committee’s concerns about pedestrian safety at Pearce Lodge. The Secretary of Court agreed to raise the matter with the City Council, with a view to the possible introduction of some form of traffic restriction or controlled pedestrian crossing at the location.

CRT/2006/44.6 Nominations Committee
Court approved the nomination of Mr Kevin Sweeney to the Audit Committee. Court noted the recent appointment or Mr Gavin Stewart and Mr David Sutherland to the Investment Advisory Committee.

CRT/2006/45. Presentation on Reputation Review
Ms Susan Stewart, Director of Corporate Communications, gave a presentation on the recent review of the University's corporate reputation. She explained that the review was research based, involving consultation with stakeholders in a number of geographical areas in the UK and worldwide, and had included market scoping and competitor benchmarking.

Court was advised that the review had also included a communications audit. The audit showed that there was a very diverse selection of publications, varying in standard and quality, and a lack of a University “look”, which needed to be addressed. In addition, the audit revealed good corporate materials were sometimes let down by departmental inserts, that key strengths were undersold, and copy was often too long. Student communications needed to be improved. The review also showed that media relations were generally good.

As ongoing outcomes from the review, a reputation review panel had been set up, dissemination of detailed findings was taking place as appropriate and discussions were being held with Deans and Heads of Departments. An intranet site had been set up specifically for staff. The University website and the prospectuses had been redesigned. In the former case changes had been made to meet user needs and to make
it easier to comply with legislation; external reaction to this had been very positive. The University’s visual identity would be refined from August 2007. There was an ongoing detailed review of the look and content of University and departmental publications. Court agreed that it was important that Corporate Communications proceed with strengthening the corporate image conveyed in these publications, and that Corporate Communications have the authority to guide departments in this area.

Court thanked Ms Stewart for her presentation.

**CRT/2006/46. Report from the Secretary of Court**

**CRT/2006/46.1 IT Education Unit**

Court was reminded that at an earlier meeting, it had been advised that the IT Education Unit’s future role had had been looked at in the light of changing IT skills and needs. A report on this review was now presented, having been discussed and endorsed by the Senior Management Group. The report recommended that the current activities of ITEU (personal development planning and training in IT skills) should be embedded within, respectively, the Learning & Teaching Centre and the IT Services division, and that ITEU should be closed with effect from 1 October 2007. Court approved the recommendation. In the circumstances Court also approved the establishment of a Redundancy Committee should this be required in the event that redeployment of all relevant staff was not possible.

**CRT/2006/46.2 Modern Languages**

Court was reminded that it had established a committee to review the activities of the School of Modern Languages and Cultures. The committee’s interim report had included a requirement that the German Section should prepare a forward plan for its activities, which had then been reviewed by the committee in discussion with the Dean and with external expertise. The committee now presented its further report to Court. Court noted the German Section remained a cause of particular concern and that a new Head had been appointed to lead it. Court also noted that the review committee would remain in existence in the coming year and, with the Dean of Arts and the Head of German, monitor the activities of the Section on a monthly basis. Court approved this approach, on condition that further action should be taken if necessary and that the possibility of housing all the Modern Languages sections in the Hetherington Building should be actively pursued. Court requested that an update be provided at its December 2007 meeting.

**CRT/2006/46.3 General Council**

Court was reminded of earlier discussions about the possibility of the nominations process for General Council Assessors on Court being revised. Court noted that on the Council’s and Court’s behalf, the Secretary of Court had written to the Privy Council about the possibility of using the Business Council of the General Council as a mechanism for nominating members of the General Council willing to serve as Assessors on Court, and to enquire about the possibility of amending the relevant University Ordinance. This was with the aim of avoiding having to hold a postal ballot where the number of nominees exceeds the number of vacancies for General Council Assessors. A further update would be provided at a future meeting.
CRT/2006/46.4 Appeal against Redundancy

At its last meeting, Court had approved the Redundancy Committee’s recommendations with regard to a post related to IT support for students with disabilities. Court noted that an appeal against redundancy had been received from the person affected, and that an independent person would be engaged to hear the appeal.

CRT/2006/46.5 Redundancy Committee

At its October 2006 meeting, Court had approved the Redundancy Committees’ recommendations with regard to posts in the Departments of Music and Psychology being made redundant from 31st October 2006. An appeal against redundancy had subsequently been received from one person affected and an independent person was engaged to hear the appeal. The appeal was not upheld. Court now noted that the person affected had lodged a claim to an Industrial Tribunal.

CRT/2006/46.6 Draft Resolution – Board of Catholic Education

Court noted that acting under delegated authority and on behalf of Court, the Secretary of Court had agreed Draft Resolution 571 – Amendment to Resolution 546 Board of Catholic Education, where a change of membership to include two students rather than one student on the Board had been requested. A copy of the draft was with the Senate and General Council for comment, and was available from the Court Office.

CRT/2006/46.7 Draft Resolutions relating to Degree Regulations

Court noted that acting under delegated authority and on behalf of Court, and on the recommendation of the Senate, the Secretary of Court had agreed the following Draft Resolutions, which had been drafted following comments from the Senate and General Council. A copy of the Draft Resolutions was available from the Court Office.

508-1 AMENDMENT OF RESOLUTION 508 - DEGREE OF MASTER OF ARTS IN THEOLOGY AND RELIGIOUS STUDIES
511-1 AMENDMENT OF RESOLUTION NO. 511 - DEGREE OF BACHELOR OF LAWS
522-1 AMENDMENT TO RESOLUTION 522 - DEGREES OF BACHELOR OF SCIENCE AND MASTER IN SCIENCE
523 MASTER OF ARTS (SOCIAL SCIENCES)
539-1 AMENDMENT OF RESOLUTION 539 - DEGREE OF MASTER OF ARTS
551 DEGREE OF BACHELOR OF ARCHITECTURAL STUDIES
552 GENERIC REGULATIONS FOR THE AWARD OF MASTERS DEGREES GAINED BY THE SUCCESSFUL COMPLETION OF TAUGHT POSTGRADUATE PROGRAMMES
554 DEGREE OF BACHELOR OF MUSIC
564 CODE OF ASSESSMENT FOR UNDERGRADUATE AND TAUGHT POSTGRADUATE PROGRAMMES
CRT/2006/46.8 Headship of the Department of Philosophy

Court noted that acting under delegated authority and on behalf of Court, the Secretary of Court had approved the recommendation of the Committee of Appointment that Professor Alan Weir be appointed as the Head of the Department of Philosophy for the period 1 August 2007 to 31 July 2011.

CRT/2006/46.9 Headship of the Department of History of Art

Court noted that acting under delegated authority and on behalf of Court, the Secretary of Court had approved the recommendation of the Committee of Appointment that Professor Alison Yarrington continue as the Head of the Department of History of Art for the period 1 August 2007 to 31 July 2008.

CRT/2006/46.10 Headship of the School of Modern Languages

Court noted that acting under delegated authority and on behalf of Court, the Secretary of Court had approved the recommendation of the Committee of Appointment that Dr Paul Donnelly be re-appointed as the Head of the School of Modern Languages and Cultures for the period 1 August 2007 to 31 July 2008.

CRT/2006/46.11 Directorship of the Glasgow Cardiovascular Research Centre

Court noted that acting under delegated authority and on behalf of Court, the Secretary of Court had approved the appointment of Professor Anna Dominiczak as the Director of the Glasgow Cardiovascular Research Centre, with Divisional status in the Medical Faculty.

CRT/2006/46.12 Headship of the Department of Electronics & Electrical Engineering

Court noted that acting under delegated authority and on behalf of Court, the Secretary of Court had approved the recommendation of the Committee of Appointment that Professor John Arnold be re-appointed as the Head of the Department of Electronics and Electrical Engineering for the period 1 August 2007 to 31 July 2009.

CRT/2006/46.13 Deputy Dean Faculty of Arts

Court noted that acting under delegated authority and on behalf of Court, the Secretary of Court had approved the continuation of Dr Thomas Munck as Deputy Dean of the Faculty of Arts, the appointment to run from 1 August 2007 to 31 July 2009.
CRT/2006/46.14 Headship of the Division of Cancer Sciences and Molecular Pathology, Faculty of Medicine

Court noted that acting under delegated authority and on behalf of Court, the Secretary of Court had established the following Appointing Committee for the Headship of the Division of Cancer Sciences and Molecular Pathology in the Faculty of Medicine, where the current Head had demitted office on 31 May 2007:

Professor David Barlow (Dean)
Professor Mona Siddiqui (Senate Assessor)

Court also noted that acting under delegated authority and on behalf of Court, the Secretary of Court had approved the Committee's recommendation that Professor James Cassidy should serve as interim Head of Division until a continuing appointment was made.

CRT/2006/46.15 Headship of the Division of Nursing & Health Care, Faculty of Medicine

Court noted that acting under delegated authority and on behalf of Court, the Secretary of Court had approved the recommendation of the Committee of Appointment that Mrs Margaret Sneddon be appointed as the Head of the Division of Nursing and Health Care for the period 1 August 2007 to 31 July 2011.

CRT/2006/46.16 Scottish Funding Council Strategic Dialogue

Court noted that the University would receive a visit from the SFC in November 2007, as part of the SFC’s strategic dialogue with institutions. The SFC would expect the Chair and at least two other members of Court to be present for the visit.

CRT/2006/46.17 Scottish Funding Council Consultation on Monitoring, Evaluation and Accountability

Court noted that the Funding Council had published a consultation document on the ways in which it obtained information from HEIs for the purposes of monitoring, evaluation and accountability. A draft response to the document was provided to Court and it was noted that it would be submitted by the deadline of 30 June.

CRT/2006/46.18 SRC Election

Court noted that the following would take up SRC sabbatical officer posts on 1st July 2007:

President    Mhairi Wilson
VP (Media & Communications)  Filippo Trevisan
VP (Learning & Development)   Gavin Lee
VP (Student Support)  Struan Campbell

CRT/2006/46.19 Bequest

Court noted the following bequest to the University:

Miss Leonora (Lena) HILLMAN: £5,000 for a scholarship in the Medical Faculty.
CRT/2006/47. Communications from Meetings of Senate 3 May & 7 June 2007

Court noted that Senate had been advised that an arrangement would be possible which would allow Court to submit observations on nominations for honorary degrees, in order to inform final decisions by Senate. Senate had accepted the recommendation from the Clerk of Senate to introduce this measure from 2007-08 as a provision that would strengthen the current process.

The other Communications from Senate were noted.

CRT/2006/48. Any Other Business

Court noted that two of its members, and one of its attenders, were attending their final meeting. It thanked Dr Alastair Hunter, Ms Shona Morrison and Professor Robin Leake for their contributions to Court business and wished them well in the future. Court also noted that Bailie Margaret McCafferty would no longer be at Court meetings, following the recent City Council election.

CRT/2006/49. Date of Next Meeting

The next meeting of the Court will be held on Wednesday 10 October 2007 at 2pm in the Forehall

The other Court meeting dates for the 2007/2008 session are:
Wednesday 12 December 2007 (with the annual Court dinner in the evening)
Wednesday 13 February 2008
Wednesday 16 April 2008
Wednesday 25 June 2008
All at 2pm