Minute of Meeting held on Wednesday 13 February 2008
in The Senate Room

Present:
Ms Susan Ashworth Employee Representative, Mr Norman Berry General Council Assessor, Dr Olwyn Byron Senate Assessor, Professor John Briggs Senate Assessor, Professor Andrew Christie Co-opted Member, Mr Peter Daniels Co-opted Member, Dr Robin Easton Co-opted Member, Professor Mike French Senate Assessor, Dr Martin Macauley Senate Assessor, Mr Alan Macfarlane General Council Assessor, Mr Jim Mackechnie Glasgow City Council Assessor, Dr Laura Martin Senate Assessor, Professor Keith Millar Senate 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), Ms Jennifer Wightwick SRC Assessor, Ms Mhairi Wilson SRC President,

In attendance:
Mr Ian Black (Director of Human Resources), Mr Robert Fraser (Director of Finance), Ms Susan Dunsmore (General Council), Miss Jan Hulme (Academic Secretary), Professor Neal Juster (Vice-Principal Strategy & Resources), Professor Andrea Nolan (Vice-Principal Learning, Teaching and Internationalisation), Mr Jim McConnell (Director of Estates and Buildings), Ms Deborah Maddern (Administrative Officer), Professor Andrew Nash (Clerk of Senate), Mr David Newall (Secretary of Court), Ms Susan Stewart (Director of Corporate Communications)

Apologies:

Members: Ms Barbara Duffner Co-opted Member, Mr David Ross General Council Assessor
Mr Mordechai Vanunu Rector

Attenders: Professor Steve Beaumont (Vice-Principal Research & Enterprise), Professor John Coggins (Vice-Principal Life Sciences & Medicine)

CRT/2007/20. Announcements
Court welcomed Ms Susan Ashworth to her first meeting as a member of Court. Court also welcomed Ms Susan Dunsmore as an observer. Her nomination as a General Council Assessor was due to be ratified at the forthcoming meeting of the General Council.

CRT/2007/21. Minutes of the meeting held on Wednesday 12 December 2007
The minutes were approved.
CRT/2007/22. Matters Arising

There were no Matters Arising.

CRT/2007/23. Report from the Principal

**CRT/2007/23.1 Clerk of Senate**

Court noted that Professor Graham Caie had been selected by a finding committee to be the new Clerk of Senate in succession to Professor Andrew Nash, who would be demitting office on 31 July 2008. Professor Caie’s term of office would run for four years from 1 August 2008.

**CRT/2007/23.2 Recruitment and Admissions**

Court heard that the Senior Management Group had reviewed the University's performance this session in recruiting and admitting new students. Faculties had been successful in meeting Home undergraduate targets for 2007/08, and there had been a clear and significant improvement in the position of Science and Engineering. Court noted that Home application numbers were down, however for 2008 entry, and that active marketing would be required to ensure that as many applicants as possible opted to select the University.

Court was advised that overseas recruitment has been less successful. Challenging recruitment targets had been set for the current year, and there had been a shortfall of 300 students against target, although actual numbers admitted had in fact risen compared with 2006/07, maintaining the upward trend of recent years. SMG had discussed how the University might be more successful in generating applications from students and in ensuring that the response system was effective in converting applications into admissions. SMG had agreed as a matter of priority to commit additional resource to marketing and student recruitment functions to help achieve a better recruitment outcome in 2008/09. Through the new Student Lifecycle Project, the University intended also to invest in improved information systems that would help deliver a prompt and effective response to applicants.

Court noted that the Glasgow International College would begin supplying students to the University in the coming year and that numbers were expected to grow in the next four to five years. When operating at the predicted full capacity, it was noted that GIC would account for about 40% of the University’s additional growth in overseas student numbers.

**CRT/2007/23.3 Internationalisation**

Court heard that the University had placed a priority on increasing the University's international profile and that, under the guidance of the Vice-Principal Learning, Teaching and Internationalisation, the Management Group was promoting a range of initiatives in this area. Six International Champions had recently been identified - academic leaders who would take forward the development of university business in different regions of the world. A recent visit by senior staff had identified the potential for developing subject and institutional links in China and Japan.
CRT/2007/23.4 Student Lifecycle Project

Court learned that the Student Lifecycle Project would involve the purchase of a new IT system that would replace the current in-house system and would serve the administration of student business from pre-application through to post-graduation. The system would offer a higher standard of service to applicants and students, would administer academic business more efficiently, and would provide academic managers with more reliable and timely information. The first phase of the project had involved a series of workshop sessions, with participation from academic and administrative staff, who had reviewed current business processes across a range of student-related functions. A Project Board, involving senior university managers, was overseeing the project and would be responsible for ensuring effective communication with university colleagues. Court noted the update report on the project and that further updates would be provided to Court as matters progressed.

D Newall

CRT/2007/23.5 Scottish Government's Funding Settlement

Court was reminded that the Government’s spending plans for the next three years, announced in November 2007, had promised just £27M of additional funding for higher education, as against the £168M that had been sought by the universities. In subsequent meetings with the Cabinet Secretary, it had been made clear that the Government recognised the contribution universities made to the country's economic wellbeing and that Higher Education would be afforded priority should further funds become available. Recently, the Cabinet Secretary had announced the award of an additional £10M for higher education. Grant allocations from the Scottish Funding Council would be announced in mid-March, at which point the exact implications for the University's funding would become clear. The coming financial year would in any event be very difficult for the Scottish universities.

Court noted that detailed discussions were ongoing with regard to the University’s budget in the context of the national position and in light of the institution’s strategic plan. It was agreed that Professor Juster would make a presentation to Court on the plan at one of the remaining meetings in the session.

N Juster

Court also noted that as Convener of Universities Scotland, the Principal was maintaining regular contact with the Scottish Government on the funding issue and would continue to press the Universities' case for additional investment.

CRT/2007/23.6 National Student Survey

Court joined the Principal in thanking the Students’ Representative Council and other colleagues for ensuring an excellent response rate in the current National Student Survey.

CRT/2007/24. Presentation on Investing in Excellence

Ms Cathy Bell, Development Director, and Ms Amanda McKeown, Deputy Development Director, attended Court to give a presentation on the University’s development campaign, Investing in Excellence.

Court learned that the development function involved fund-raising to deliver the University's strategic plan where it could be achieved by philanthropic means, and
friend-raising by attracting and keeping friends through Alumni Relations activities worldwide. Fundraising included general donations and gifts for specific capital projects, such as the Medical School, the Small Animal Hospital and, more recently, the Beatson Translational Research Centre. The Development and Alumni Office had been successful with capital campaigns, but the project-driven approach could be restrictive and meant that it was not easy to attract unrestricted support or the support of major investors who were not interested in current projects. There was therefore a recent emphasis on trying to increase participation in helping the University generally. Court noted that there had been a significant rise in Development activity in the UK in recent years and that competition for donors was keen.

The Development & Alumni Office’s other goals were: to develop a strategy to broaden the academic areas which would attract funding and include Arts, Social Sciences and Education as well as Medicine and Veterinary Medicine; to increase legacies; to enhance scholarship funds; to increase participation in alumni giving; and to develop alumni into a network of friends who by their skills and contacts could help the University in a variety of non-philanthropic ways. A key practical development was the Net Project which involved internet based opportunities for communication and interaction with the University and its activities. The Office was also involved in fundraising for the Chancellor’s Fund, which had been launched with four priority areas of supporting students, developing excellence, enhancing the learning environment and preserving the heritage.

Court thanked Ms Bell and Ms McKeown for their excellent presentation.

CRT/2007/25. Reports of Court Committees

CRT/2007/25.1 Finance Committee

CRT/2007/25.1.1 Overview of Performance as at 31 December 2007

Court noted that the year to date operating surplus was £1.2m ahead of budget and that the full year forecast operating surplus was £3m, £800k ahead of budget. There had been a drop in postgraduate tuition fee income, forecast at £2.2m adverse against budget by the year end, and a fall in research income across the board. Court noted Finance Committee’s resulting words of caution. Court also noted the healthy cash position of £48m net cash funds at the end of December 2007.

CRT/2007/25.1.2 Key Performance Indicators

A set of Financial KPIs had been provided to Court and were noted. Court agreed that the indicators provided useful information about financial performance and looked forward to receiving reports on performance against the strategic KPIs for Teaching and Research.

CRT/2007/25.2 Human Resources Committee

CRT/2007/25.2.1 Academic Promotions and Recognition and Reward

Court noted that the policy and criteria for the new Academic Promotions procedure had been approved by the Human Resources Committee and that an updated Recognition and Reward policy had also been approved by the Committee.
With regard to the Promotions procedure, Court was advised that the criteria for promotion were aligned to the University’s strategic plan. The procedure contained sufficient flexibility to allow for fair treatment of staff who were not able to meet all the criteria because of the nature of their academic work. Mr Black agreed to ensure appropriate publicising of the procedure.

I Black

Court noted that the proposals considered by the Human Resources Committee involved bringing Heads of Department into membership of the Faculty committees that considered cases for both Promotion and for Recognition and Reward.

Mr A Ross commented that it was not the case that verbal agreement had been reached with regard to a change to the September holiday. Mr Black agreed to review the minute of the Human Resources Committee on this point.

I Black

CRT/2007/25.3 Estates Committee

CRT/2007/25.3.1 Beatson Phases 2A and B

Court noted that the Estates Committee had approved the CapEx [Capital Expenditure] Group’s recommendation that expenditure up to the initial fees level (£705k) be permitted, to allow the Beatson Phases 2A and B project to be progressed to tender stage. Court also noted that the Estates Committee had approved the CapEx Group’s recommendation that some further refinement of the overall business plan be undertaken, with the matter to be followed up by the Director of Finance, and that the application should be further reviewed when project costs were confirmed.

CRT/2007/25.3.2 Hetherington Building

Court noted that the Estates Committee had approved the CapEx Group’s recommendation that the application in respect of the Hetherington Building proceed at a total capital cost of £2.6 million.

CRT/2007/25.3.3 Scottish Centre for Ecology and the Natural Environment (SCENE)

Court received a report on the proposed development at the Scottish Centre for Ecology and the Natural Environment (SCENE) at Rowardennan. Estates Committee had noted that the CapEx Group’s recommendation had been that the application should not be approved at this stage and that it should be resubmitted when the external funding package and project costs were confirmed. The Committee had also noted that approval had been given for the project to go to tender. The Estates Committee had agreed that it would accept the CapEx Group’s recommendation, and that, in the event that full funding were secured, arrangements could be made under delegated powers for consideration of the application in its final form.

Court welcomed the Estates Committee chair’s comments that the standard of the applications to the CapEx process was very high.
CRT/2007/25.4 Health, Safety & Environment Committee

Court noted that a small sub-group of the HSE Committee had met in December 2007 to consider membership, attendance and the frequency and timing of future meetings. A paper recording the principal points of discussion had been circulated to the Committee. Court endorsed the recommendations relating to membership and operation of the Committee, as follows:

- The number of scheduled meetings be reduced to five per annum
- If practicable, meetings be held on Wednesdays at 10.00
- Meeting dates support improved timing of information flow to Court meetings.
- Joint Union Liaison Committee (JULC) representation be 10 members
- Court representation remain at 10 members, including the Convenor and the Lay Member of Court.
- SRC membership remain at two.
- The Secretary of Court become an ex-officio member, joining the Directors of SEPS, Estates & Buildings and Human Resources, the University Medical Officer and the head of Radiation Protection Service.
- Members who persistently fail to attend have their membership reviewed
- Barriers to attendance should be removed, including JULC members being permitted reasonable time off to attend and regular attendance being viewed favourably when staff were being considered for promotion.

CRT/2007/25.5 Remuneration Committee

Court was reminded that when it met on 14 December 2007, it had received an interim report from Remuneration Committee advising that the process of reviewing senior managers' salaries was not yet complete. Court had agreed to give the Committee authority to complete its deliberations and then to advise the relevant members of staff direct of the outcomes.

Court noted that Senior University managers did not receive automatic salary increases, and that the Remuneration Committee had considered salary adjustments with reference to performance and market comparisons to maintain senior managers' salaries at a competitive level, in particular with reference to salaries paid to senior managers in other major UK universities. The Principal's salary adjustment had been determined in his absence by the other three members of the Remuneration Committee. The decision had reflected a review of performance and of benchmark information on the salaries of Principals of other major UK universities.

Court noted that a salary cost inflation assumption had been included for senior staff at the same percentage rate as for all other grades, and that the overall percentage salary uplift for senior managers this year was consistent with that for the university workforce as a whole.
CRT/2007/26. Report from the Secretary of Court

CRT/2007/26.1 Scottish Council for Research in Education Centre (SCRE)

Court was reminded that at its last meeting it had been asked to approve the establishment of a Redundancy Committee and Structural Change Committee to manage a redundancy consultation process for the Scottish Council for Research in Education (SCRE) Centre. Court had been advised that consultation was ongoing at that time with members of the SCRE Centre, with a view to considering what alternative options there might be to redundancy, and it had been agreed that this consultation process should be allowed to run its course before the matter be brought back to Court. It had been anticipated in December that the process of consultation would be complete before the February meeting of Court. However, the Dean of Education had advised that consultation was continuing and had asked that Court not to proceed at this time to establish Redundancy and Structural Change Committees.

Court noted that it would be updated on this matter at its next meeting.

D Newall

CRT/2007/26.2 Redundancy Committee - Higher Education Academy Subject Centre

At its last meeting Court had approved the Secretary of Court establishing a Redundancy Committee and Structural Change Committee to look at matters relating to the Higher Education Academy-funded Subject Centre for History, Archaeology and Classics, where there was one possible redundant post. The issues being considered had arisen from the withdrawal of funding for this post from the Higher Education Academy.

The Redundancy Committee, convened by Professor Beaumont, had accepted the conclusion of the Structural Change Committee that the post of web developer was unique in the University, and that there was therefore a single redundant post rather than a redundancy pool.

Court accepted the Redundancy Committee’s recommendation that the post of Web Developer be made redundant.

CRT/2007/26.3 School of Modern Languages & Cultures (SMLC)

Court noted that John Briggs and David Newall had met with members of the German Section following the last meeting of Court and had conveyed to them the messages contained in the minute of the meeting. On the critical issue of the German Section's financial deficit, members of staff had been advised that the Remuneration Committee was willing to consider possible voluntary severance terms as an alternative to compulsory staff reduction. In the event that this did not prove possible, and on the basis that measures to mitigate the impact of redundancy would be considered in line with the University’s policy on management of organisational change, Court gave its approval to the Secretary of Court, in discussion with the Chair of Court and the Principal, proceeding to establish a Redundancy Committee and a Structural Change Committee in order to oversee the reduction of staff required to address the Section's financial deficit.
CRT/2007/26.4 Monitoring Institutional Performance

Court recalled that in 2006, it had established a set of key performance indicators (KPIs) to assist it in assessing the University's performance over time and in relation to competitor institutions. Academic performance had been reflected in the key performance indicators that were established for Learning & Teaching and for Research. Performance in the management of resources was the focus of performance indicators that had been established for Financial Management, Estates Management and Human Resource Management.

Court approved a report on KPIs being presented to each meeting of Court, in the following cycle:

- October: Learning & Teaching
- December: Human Resource Management
- February: Financial Management
- April: Research
- June: Estates Management

CRT/2007/26.5 Monitoring Faculty Performance

Court agreed that, on a trial basis, its meetings would begin earlier and include a presentation by two Deans which would focus on a Faculty SWOT analysis. Material presented at the meeting should be kept to a minimum to allow full discussion on strategic positioning, and the title of the series of presentations should be focused on this area. More detailed reading material on the Faculty should be sent out in the Court papers, so that Court members were well briefed ahead of the presentation and so that background information did not need to be given during the Court meeting. In order for the Court meeting to start earlier, arrangements for the pre-Court lunch would be rescheduled. Details would be agreed by the Secretary and the Chair and circulated in due course.

D Newall

CRT/2007/26.6 Business Development function within Research & Enterprise

Court had received a paper which advised that Research & Enterprise had, in earlier years, been successful in attracting external funding to support University Business Development activities. A number of projects had been funded which had supported a significant number of Business Development posts within Research & Enterprise. Due to the funding cycle, however, a number of externally funded projects would come to an end at 30 June 2008. If the University failed to attract additional external funding to support the continuation of these activities, it would be necessary to terminate 17 posts across MPA Grades 9 to 4 within the Business Development function. Court noted that the staffing complement of the Business Development function comprised 26, of which 9 were core funded. The post of Commercial Relationship Manager was unique and therefore had not been included in the pool for selection. All other 25 posts fell into the redundancy pool.

Court noted that whilst continued external funding for the Business Development function had been sought, the University would also seek to explore any potential redeployment opportunities with staff. Formal consultation with the relevant trade unions and the staff group affected had commenced on 21 January 2008, with further meetings scheduled in February and March. In the event that the application for continued external funding was unsuccessful, individual
consultations would commence immediately. The proposed method of selecting the members of staff identified as redundant would be influenced by the nature of the duties and responsibilities performed by the post/s for which there was a funding shortfall. If it were decided that redundancies were ultimately required, the proposed method of carrying out the dismissals would be subject to consultation with the trade unions. In the event that redundancies did occur, they would take effect from 30 June 2008.

Court agreed that in the event that the application for continued external funding was unsuccessful, and on the basis that full mitigation measures were considered in line with the University’s policy on management of organisational change, a Redundancy Committee be established in accordance with the provisions of the Management of Compulsory Redundancy Protocol. Court also agreed that, in these circumstances, a Structural Change Committee be established to advise the Redundancy Committee. The members of the Structural Change Committee would be Professor Steve Beaumont, Vice Principal, Research; Dr Kevin Cullen, Director of Research & Enterprise; Mrs Lesley Cummings, Human Resources Manager.

**CRT/2007/26.7 Appointment of Employee Representative on Court**

Court noted that Ms Susan Ashworth had been nominated by the Joint Union Liaison Committee to replace Dr Alastair Hunter as one of the two employee representatives on Court and would serve for two years.

**CRT/2007/26.8 General Council Representative on Court**

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

**CRT/2007/26.9 Grievance Stage 2 Committees**

Court noted that a Stage 2 Grievance Committee, whose establishment had been reported to Court in October 2007, had recently heard a grievance by a group of janitorial staff. The grievance related to new contractual terms which they considered had been introduced without proper consultation. Court noted that the grievance had not been upheld at Stage 2.

Court noted that two further Stage 2 grievances had been received, each from a member of staff in the janitorial section of Central Services. Under the University's grievance procedure, two Court committees would be set up, and the outcome would be reported to Court in due course.

**CRT/2007/26.10 Vice-Principal, Research & Enterprise**

On the Principal's recommendation, Court approved Professor Steve Beaumont's appointment as Vice-Principal being extended for a further three years, until 31 July 2011. Professor Beaumont had taken up his position as Vice-Principal in December 2004.

**CRT/2007/26.11 Appointment of Deans**

Court noted that in July 2008 Professor David Saxon would complete a second term of office as Dean of Physical Sciences. The Dean's post had been advertised and would be filled through open competition. Interviews would be
Court noted that 31 July 2008 would mark the end of Professor David Fearn's first period of office as Dean of Information and Mathematical Sciences. On the Principal's recommendation, Court approved Professor Fearn's serving a second term, for the period 1 August 2008 to 31 July 2012.

CRT/2007/26.12 Management Appointments
Court noted that the following appointments had been approved on its behalf:

**Headship of the Department of Adult and Continuing Education**
Mr Rod Purcell, for the period 1 April 2008 to 31 March 2009 in the first instance, in succession to Professor Brian Findsen.

**Headship of the Department of Classics**
Professor Matthew Fox, for the period 1 August 2008 to 31 July 2012, in succession to Professor Catherine Steel.

**Headship of the Department of Psychology**
Professor Mike Burton, for the period 1 August 2008 to 31 July 2012, in succession to Professor Philippe Schyns.

**Headship of the School of Law**
Professor Tom Mullen, for one further year to 31 July 2009, following which Professor Noreen Burrows, for the period 1 August 2009 to 31 July 2013.

**Headship of the Department of Management**
Professor Andy Furlong, current Deputy Head, to act as Head for the period 1 February to 30 June, freeing the Head of Department, Professor Angus Laing, to take forward developmental work in line with the Faculty strategy.

CRT/2007/26.13 Election of new Rector
Court noted that the Rector was elected by the registered students of the University and that on Tuesday 26 to Wednesday 27 February 2008, the students would elect a successor to the current Rector, Mordechai Vanunu. The person elected would hold office for a period of three years. Court also noted that nominations had closed and that the declared candidates were human rights lawyer Aamer Anwar, Patrick Harvie MSP, Charles Kennedy MP and writer and comedian Hardeep Singh Kohli. It was hoped that the new Rector would attend the April meeting of Court. The installation would be in the Bute Hall on Thursday 10 April.

CRT/2007/26.14 Induction Session for Court members
Court noted that a new date for the session would be confirmed soon
CRT/2007/26.15 Resolutions relating to Degree Regulations

Court noted that the following Resolutions had been approved. They had been drafted following comments from the Senate and General Council, then reported to Court as having been approved in draft form, and no further comments had been received during the notice period for public comment. A copy of the Resolutions was available from the Court Office.

517 DEGREE OF BACHELOR OF ARTS IN DESIGN (PART-TIME) IN A DESIGNATED SUBJECT

527-1 AMENDMENT OF RESOLUTION No. 527 - DEGREE OF BACHELOR OF ACCOUNTANCY AND LAW

549 DEGREE OF BACHELOR OF ARTS (BA) IN FINE ART AT THE GLASGOW SCHOOL OF ART

550 DEGREE OF BACHELOR OF ARTS (BA) IN DESIGN AT THE GLASGOW SCHOOL OF ART

557 DEGREE OF MASTER OF RESEARCH

558 DEGREE OF MASTER OF SCIENCE

559 MASTER OF LAWS BY PRESCRIBED COURSES OF STUDY

560 MASTER OF THEOLOGY AT THE FREE CHURCH OF SCOTLAND COLLEGE

561 GENERIC REGULATIONS FOR TAUGHT MASTERS DEGREES AT THE GLASGOW SCHOOL OF ART

562 DEGREE OF DOCTOR OF MEDICINE

563 DEGREE OF DOCTOR OF DENTAL SURGERY

566 CODE OF DISCIPLINE

567 APPEALS CODE

569 CODE OF DISCIPLINE

570 APPEALS CODE

CRT/2007/26.16 SFC Strategic Dialogue Meeting

Court was reminded that members and officials of the Scottish Funding Council, led by the Deputy Chair, Alan Tripp, had visited the University on the afternoon of 8 November as part of the Council's programme of strategic dialogue with universities and colleges. The SFC’s report on this meeting was noted.

CRT/2007/27. Communications from Senate

CRT/2007/27.1 Session Dates

Court approved the proposed dates for session 2008-09 and provisional dates for 2009-2010 as follows:

- Standard dates; and
• MBChB degree programme

Court approved proposed dates for session 2008-09 as follows:

• BN degree programme; and
• BDS degree programme

CRT/2007/27.2 Centre for Studies in Faith, Culture & Education

Court approved the proposed constitution for the Centre for Studies in Faith, Culture & Education. The Clerk of Senate agreed to report back to Professor Siddiqui on discussions between the Faculty of Education and the Department of Theology and Religious studies on the matter of links between the proposed Centre and the Department.

A Nash

CRT/2007/28. Any Other Business

There was no other business.

CRT/2007/29. Date of Next Meeting

The next meeting of the Court will be held on Wednesday 16 April 2008 in the Senate Room.

The other Court meeting date for the 2007/2008 session is:

Wednesday 25 June 2008

In the Senate Room