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UNIVERSITY OF GLASGOW

Court

Minute of Meeting held on Wednesday 25 June 2008
in The Chapel Forehall

Present:
Ms Susan Ashworth Employee Representative, Mr Norman Berry General Council Assessor, Professor John Briggs Senate Assessor, Dr Olwyn Byron Senate Assessor, Professor Andrew Christie Co-opted Member, Mr Peter Daniels Co-opted Member, Ms Susan Dunsmore General Council Assessor, Dr Robin Easton Co-opted Member, Professor Mike French Senate Assessor, Rt Hon Charles Kennedy MP Rector, Dr Martin Macauley Senate Assessor, Mr Alan Macfarlane General Council Assessor, Dr Laura Martin Senate Assessor, Professor Keith Millar Senate Assessor, Mr David Ross General Council Assessor, 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 Mhairi Wilson SRC President

In attendance:
Mr David Anderson (General Council Assessor from 1 August 2008), Mr Ian Black (Director of Human Resources), Mr Robert Fraser (Director of Finance), Mr Colin Gibson (Deloitte & Touche LLP, for agenda item 5.2), Professor Paul Hagan, Dean Faculty of Biomedical & Life Sciences (for agenda item 1), Miss Jan Hulme (Academic Secretary), Professor Neal Juster (Vice-Principal Strategy & Resources), Mr Gavin Lee (SRC President elect), 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), Professor Andrea Nolan (Vice-Principal Learning, Teaching and Internationalisation), Mr Tom O’Connell (chair Audit Committee, for agenda item 5.2), Ms Susan Stewart (Director of Corporate Communications)

Apologies:
Members: Ms Barbara Duffner Co-opted Member, Mr Jim Mackechnie Glasgow City Council, Ms Jennifer Wightwick SRC Assessor
Attenders: Professor Steve Beaumont (Vice-Principal Research & Enterprise), Professor John Coggins (Vice-Principal Life Sciences & Medicine)

CRT/2007/41. Announcements

Court welcomed Mr Gavin Lee, the SRC President elect, and Mr David Anderson, General Council Assessor from 1 August 2008, as observers.

Court noted that four of its members, and one of its attenders, were attending their final meeting. It thanked Mr Norman Berry, Professor John Briggs, Professor Mike French, Ms Mhairi Wilson and Professor Andrew Nash for their contributions to Court business and wished them well in the future.
CRT/2007/42. Presentations

Professor Paul Hagan, Dean of the Faculty of Biomedical and Life Sciences, gave an overview of the Faculty’s strategic objectives and performance, as part of the series of presentations by Deans. Court heard that there had been a number of recent international appointments to the Faculty and that it was planning for growth of its international student numbers. A review of teaching and learning space was under way and there were plans for estates development within the Faculty, to address both research needs and integrated student support requirements. Technologies for a modern learning environment were a priority in this context. The development of the Scottish Centre for Ecology and the Natural Environment (SCENE) was an important factor in the estate development. Court noted that the divisional structure of the Faculty was being changed and that in future there would be four divisions. International and local networks of contacts were being further established, and collaborations with other Faculties in the University being strengthened.

Court thanked Professor Hagan for his presentation.

Professor Neal Juster, Vice Principal Strategy and Resources, gave a presentation on the University budget and strategy.

Court noted that investment in infrastructure and in a number of key strategic initiatives sought to consolidate and improve the University’s national and international standing, which Court was pleased to learn had improved in a number of well established league tables. Court heard that there was a planned major investment in the Law School. In this context Court approved the University's withdrawal, in 2010, from the joint Diploma in Legal Practice, offered in partnership with the University of Strathclyde. A detailed business plan for the development of the School’s activities would be considered at a later date. Court also heard that significant investment was being made in the Student Lifecycle Project.

The University was forecasting that it would deliver a surplus of £2.6m in 2008/09, after allowing for an increase of £2.8m in the cost of utilities. Court noted that there was much greater risk in this budget than had been the case in recent years, with limited increases in Scottish Funding Council support against a backdrop of rapidly rising costs. The projections for 2009/10 onwards showed that income growth and containments of costs were necessary to avoid returning to a deficit. Faculties and University Services had been given challenging targets in order to maintain an operating surplus, and so allow key strategic developments to proceed.

Court noted that several Key Performance Indicators, including those in the areas of international student recruitment and research margins, were not being met. Measures had been put in place to address this and close monitoring of future progress in these areas would be undertaken. The Finance Committee would maintain a close eye on the financial position and had asked that alternative plans for growth be formulated, noting the vulnerability of current plans to several significant risk factors. Court endorsed Finance Committee's view that the University would not achieve its ambitions through cost-cutting, and that sustainable growth was required.

Court approved the 2008/09 budget. Court noted the forward financial projections, which would form the basis of the return to the Funding Council, and that their achievability would be kept under close review.

Court thanked Professor Juster for his presentation.

CRT/2007/43. Minutes of the meeting held on Wednesday 16 April 2008

The minutes were approved.
CRT/2007/44. Matters Arising

There were no Matters Arising.

CRT/2007/45. Report from the Principal

CRT/2007/45.1 Student Lifecycle Project

Court was reminded that the Secretary of Court had introduced the Student Lifecycle Project in his presentation to Court in April. The project involved acquiring and implementing a commercially-developed student information system to replace the current in-house system. Court heard that final tenders had been invited from three short-listed suppliers, with the intention that a preferred supplier would be selected in the month of August. Budget provision, capital and revenue, had been made in 2008/09. The Student Lifecycle Project would be a major change initiative and the University was devoting significant management and financial resources to ensure its successful implementation. It provided an opportunity to improve the University’s performance in several ways: introducing more sophisticated and effective approaches to marketing and student recruitment; providing fuller and more accessible information to students; standardising and streamlining academic administration processes; improving the quality of management information. It was expected to lead to cost savings in due course through improving these services.

CRT/2007/45.2 Student Recruitment

Court noted that the University had fallen short of its targets for student recruitment in the current year, and that more effective student recruitment had been identified as one of four key themes requiring management focus if the University's strategic objectives were to be delivered. Court was advised that significant additional investment of over £1M recurrent had been provided in the budget in the area of student recruitment services. This funding would increase the number of staff engaged in recruitment activities, both home and overseas. Action was in hand to strengthen the leadership of student recruitment, with an emphasis on effective marketing.

CRT/2007/45.3 Three Year Honours Degree

Court heard that the Senior Management Group (SMG) had discussed an initiative that might help the University attract more well-qualified students from England and from overseas. Currently, students with good entrance qualifications might on occasion be offered exemption from first-year subjects and be allowed to complete an honours degree, having completed three years of study at the University. The SMG had agreed to formalise this approach around a defined group of courses and actively to market the opportunity in England and in certain international markets. Court noted that entry standards would be maintained at a high level and that measures to support such students in both their academic and social integration into the second year of study would be in place. The opportunity would be relevant to Scottish applicants with Advanced Highers.

CRT/2007/45.4 School of Law

Court noted that in reviewing proposals for strategic investment through the current year’s planning and budgeting process, Law had been identified as an
area of opportunity for the University, and that the SMG had given its support to the development of Law as a strategic priority for the University, asking that a business case be developed for consideration by Court. As had been indicated in Professor Juster’s presentation, this would be provided at a future meeting. Court noted that although the Law School developments would entail the ending of the Joint Diploma, there were still ongoing collaborations with Strathclyde University as part of the Synergy arrangements.

**CRT/2007/45.5 HE Future Thinking Taskforce**

Court was reminded that the Taskforce's remit was to consider:

- How to optimise and shape the contribution which the Scottish university sector can make during the next 20 years to the Scottish economy, to Scottish culture and society, and to the political priorities of the Scottish Government
- What opportunities can be created and what barriers will need to be overcome to achieve that
- What resources will be needed and how they will be provided.

The Principal, as co-convener of the Taskforce, briefed Court on the report which had been published the previous day. The progress made by the Taskforce should enable the Scottish Government, the Scottish Funding Council and Universities to meet in the context of more flexible, higher level engagement. This realignment of the relationship between the parties should deliver lighter touch regulation and provide a more favourable context for public funding. The Scottish Government would expect institutions to demonstrate that they were aligned with the national objectives for economic growth, something that had always been at the core of the sector’s case for resources. It was intended that Universities would be given a greater degree of flexibility over the funding allocated by the government.

**CRT/2007/46. Reports of Court Committees**

**CRT/2007/46.1 Finance Committee**

**CRT/2007/46.1.1 University Budget 2008/2009**

Court had approved the University budget following Professor Juster’s presentation.

**CRT/2007/46.1.2 National Insurance Release Scheme**

Court noted that approval of the introduction of a National Insurance Release (pension salary sacrifice) scheme has been recommended by the Finance Committee and would be considered under the Human Resources Committee report.

**CRT/2007/46.1.3 IP Group**

Court received an update on the partnership between the University and IP Group plc. The Group sought to create value from the commercialisation of University generated intellectual property via the creation of spinout companies. Court noted that the development of the partnership was progressing well, delivering most of the anticipated benefits, not only in the
formation of 3 spin-out companies but also in the evaluation of pipeline opportunities and post-incorporation support of the ventures created. The day to day working relationship with IP Group was proving to be very positive, bringing many benefits to the spin-out companies formed and in supporting R&E in the commercialisation of opportunities via spin-out.

CRT/2007/46.1.4 Banking Matters – Approval of Credit Facilities

Court approved the Finance Committee’s recommendation that the annual review of the terms and conditions of the University’s credit facility with the Clydesdale Bank take place.

CRT/2007/46.2 Audit Committee

CRT/2007/46.2.1 Implementation of Outstanding Priority 1 and 2 Recommendations

Court noted the update on implementation of internal audit recommendations.

CRT/2007/46.2.2 Presentation on Internal Audit Function

Mr Colin Gibson of the University’s Internal Auditors, Deloitte & Touche LLP, attended Court to give a presentation on the Internal Audit function. Court heard that in the first year of operation there had been 23 Internal Audit projects covering all aspects of University operations, and that a total of 129 recommendations were raised in the reports, with 31 findings graded as Priority One. Court noted that the auditors had been impressed with the management’s process for follow up, and that there had been strong Audit Committee focus on regular follow up and status reports. Court thanked Mr Gibson for his presentation.

CRT/2007/46.3 Human Resources Committee

CRT/2007/46.3.1 Fixed Term Funding Redundancy

Court was reminded that at its April meeting, it had agreed that it was willing in principle for the redundancy process to be streamlined but had asked that discussions should continue with local trade union colleagues, with a view to a finalised proposal coming to a future meeting.

Court noted that, following a further round of consultation with the GMB, T&G, UCU, Unison and Unite unions, there had been overall agreement between the University and these unions that in order to manage the challenges particular to Fixed Term Funding (FTF) redundancies, it would be necessary to develop and implement practical and effective mechanisms to manage individual and collective consultation. The University also needed to ensure that it provided practical and effective mechanisms to manage any subsequent dismissals where avoidance and mitigation measures were unsuccessful.

Court considered a proposal that would result in Court’s role changing from one of managing FTF redundancies directly to being informed as appropriate, and to monitoring and advising management’s practices and processes. As such Court would manage FTF redundancies under the Ordinance, but delegate the decision-making to the relevant Structural Change Committee. The Structural Change Committee membership would be increased to include
the relevant Principal Investigator. A definition of the extent of proposed redundancy pools would be operated to limit instability across the University. This would mean adopting a practice of confining the pools to the relevant individual/team/section wherever appropriate, and widening it initially to the Department/Division only if there was an objective reason for so doing, with the maximum extension to the Faculty: only in very exceptional circumstances would a wider pool be considered. Court also considered a proposal that a 6 month pilot be undertaken to ‘roadtest’ the processes for managing FTF redundancies, with a review of its efficacy, involving the unions, upon completion, and subsequent reporting to Court for approval of a finalised model. Court further considered a proposal to create a central University-wide high-level collective consultation forum to enable the University and unions to meet, discuss and facilitate collective consultation for FTF redundancies.

The proposals also provided for Court continuing to manage all redundancy appeals under the Ordinance’s full provisions, and that Court should continue to manage collective/group redundancies affecting an “area” (i.e. all other non-FTF potential redundancy situations) under the Ordinance without delegating the decision-making to the Redundancy Committee. The Secretary of Court and the Convenor of the HR Committee would identify the membership of Redundancy Committee on each occasion, and the Structural Change Committee would continue to conduct the initial process on behalf of the Redundancy Committee.

Court approved the implementation of the proposals.

**CRT/2007/46.3.2 National Insurance Release Scheme**

Court approved a proposal for the University to introduce a National Insurance Release Scheme. The scheme would increase the take-home pay, since the gross salary would be reduced to pay the pension, which meant a reduction in National Insurance payments. Court noted that the estimated savings were £1 million of University costs as well as savings for members of staff. Court noted that staff would be able to opt out of the scheme, and that it was highly unlikely that there could ever be any effect on a person’s state pension, given that the latter was not related to a person’s contribution to his or her University pension.

Court requested that improved worked examples be provided to staff when details of the scheme were circulated.

**Directors of Finance and HR**

**CRT/2007/46.3.3 Academic Promotions, Market Supplements and Recognition and Reward Statistics 2007**

Court noted statistics on Academic Promotions, Market Supplements and Recognition and Reward.

**CRT/2007/46.3.4 Administrative Review of Human Resources**

Mr Macfarlane, who had chaired the review of Human Resources, reported that the outcomes had been generally positive, with actions being taken where issued had been identified for action.
CRT/2007/46.4 Estates Committee

CRT/2007/46.4.1 Western Infirmary site
Court noted progress made in relation to the purchase of the Western Infirmary site.

CRT/2007/46.4.2 Kelvin Campus
Court approved the Estates Committee’s recommendation that the University purchase Block 7, Kelvin Campus, to secure the long term future of its Molecular Beam Epitaxy activity.

CRT/2007/46.4.3 Beatson Phase 2
Court noted that the Estates Committee had approved the transfer of fees for the Beatson Phase 2 project to a revised project, involving a new building on the Garscube Campus.

CRT/2007/46.4.4 Farm Animal Accommodation
Court noted that the Estates Committee had approved a capital project for new farm animal accommodation on the Garscube Campus.

CRT/2007/46.4.5 Estates Key Performance Indicators
Court noted Key Performance Indicators in relation to estates matters.

CRT/2007/46.5 Health, Safety and Environment Committee
Court noted the report of the Health, Safety and Environment Committee.

CRT/2007/46.6 Remuneration Committee
Court approved a recommendation from the Remuneration Committee that its remit be amended to the following:
- to determine salary awards for members of the Senior Management Group, having regard to:
  - their performance in advancing the University's strategic objectives,
  - the need to offer salaries that are competitive with those of other major UK universities, as reflected in robust comparative data, and
  - the budget approved by Court;
- in the absence of the Principal, to determine the Principal's salary; and
- to advise Court on the University' policy regarding severance arrangements for staff, and to consider, on an individual basis, all severance proposals for members of the Senior Management Group.
CRT/2007/47. Report from the Secretary of Court

CRT/2007/47.1 Redundancy Committee - Department of Computing Science
Court discussed the appropriateness of agreeing to set up Redundancy Committees and Structural Change Committees ahead of formal discussions taking place between the University, affected staff and unions to try to mitigate the consequences of possible redundancies. Court agreed however that the timings of its meetings and the gaps between them were such that it was appropriate for it to approve the setting up of such Committees, on the understanding that the necessary discussions took place between the parties, as laid down in the University’s protocols.
Court approved the appointment of a Redundancy Committee and Structural Change Committee to oversee a reduction in the staffing complement of the Department of Computing Science.

CRT/2007/47.2 Redundancy Committee – GUARD
Court approved the appointment of a Redundancy Committee and Structural Change Committee to oversee a reduction in the staffing complement of the Glasgow University Archaeological Research Division.

CRT/2007/47.3 Redundancy Committee - Higher Education Academy Subject Centre
Court approved the recommendation of the Redundancy Committee that the posts of Director, Manager, Administrator, Secretarial Assistant and History PGDocNet Co-ordinator be made redundant in the Higher Education Academy-funded Subject Centre for History, Archaeology and Classics.

CRT/2007/47.4 UCEA Questionnaire
Court agreed to members of the Remuneration Committee looking at a Universities and Colleges Employers Association questionnaire on its behalf, relating to a consultation on pension strategy for Higher Education.

CRT/2007/47.5 Court chairmanship
Court was reminded that over the last three years, in which the Rector had been unable to be present, Court meetings had been chaired by the Chancellor's Assessor. Court noted that for the present meeting and for future meetings, the Rector would chair Court. The Chancellor's Assessor, as the senior lay member of Court, would be Vice-Chair and, following the University’s established practice, would continue to play a prominent role in guiding Court through its business.

CRT/2007/47.6 Seminar on University Strategy
Court noted that a seminar on strategy was being arranged for later in the summer.

CRT/2007/47.7 General Council Representatives on Court
Court noted that at its half-yearly meeting on 27 June, the General Council would be asked to approve the re-appointments of Susan Dunsmore and David Ross as nominees to two General Council positions on Court, to serve for 4 years.
from 1 August 2008; and to accept the nomination of Mr David Anderson to the vacancy created by the retirement from Court of Mr Norman Berry. Mr Anderson would serve for 4 years from 1 August 2008.

**CRT/2007/47.8 Appointment of Senate Assessors on Court**

Court noted that Senate had approved the nomination of Professor Muffy Calder, Department of Computing Science, for the position of Senate Assessor on Court in the Physical Sciences, Engineering and Information and Mathematical Sciences territory, which would become vacant on 31st July. Professor Calder would serve on Court from 1st August 2008 until 31st July 2012.

Court also noted that the position of Senate Assessor in the Arts territory would become vacant on 31st July. An election was being held and Court would be advised of the outcome in October.

**CRT/2007/47.9 Grievance Committee**

Court noted that a Stage 3 Grievance Committee had heard a grievance relating to alleged bullying and harassment and to procedural irregularities and that the grievance had not been upheld.

**CRT/2007/47.10 Dormant Endowments**

Court noted that the Privy Council had been asked to consider the proposed terms of an Ordinance relating to dormant endowments, of which Court had been advised at the last meeting.

**CRT/2007/47.11 Queen Margaret Union**

Court noted that the President and General Manager of the Queen Margaret Union had recently approached the Secretary of Court to ask that in future all Glasgow University students have the right of automatic membership of QMU, rather than requiring to register as memberships. This was a proposal which could have an impact on the other student bodies and the Secretary of Court had therefore advised that he would consult with them on QMU’s request before bringing the matter to Court.

**CRT/2007/47.12 Appointing Committees for the Headships of Department/Division**

Court noted that the following Appointing Committee had been approved for a Headship of Department where the current Head would demit office on the date specified; the outgoing Head was also indicated:

**Economics (Farhad Noorbakhsh 31.3.09)**
Professor Noreen Burrows (Convener).
Dr Laura Martin (Senate Assessor)

**Faculty of Biomedical & Life Sciences**

Court noted that following a consultation exercise within the Faculty of Biomedical & Life Sciences, the Dean was proposing a reorganisation of FBLS involving four Divisions. Four new Heads of Division would require
to be appointed. Court approved the appointing committee proposed for this as follows:

Professor Paul Hagan (Convener).
Dr Martin Macauley (Senate Assessor)

CRT/2007/47.13 Management Appointments
Court noted that the Secretary of Court had approved the following management appointments on Court's behalf:

Headship of the Department of History of Art
Professor Nick Pearce for the period 1st August 2008 to 31st July 2012, in succession to Professor Alison Yarrington.

Headship of the School of Modern Languages and Cultures
Professor Mark Ward for the period 1st August 2008 to 31st July 2012, in succession to Dr Paul Donnelly, with Dr Eanna O'Ceallachain continuing as deputy head for a further two years, until 31st July 2010.

Headship of the Department of Religious Education
Mr Stephen McKinney for the period 1st August 2008 to 31st July 2012, in succession to Dr Robert Davis.

Headship of the Department of Theatre, Film and Television Studies
Dr Dimitris Eleftheriotis for the period 1st August 2008 to 31st July 2012, in succession to Professor Christine Geraghty.

Headship of the Department of Theology and Religious Studies
Dr Heather Walton for the period 1st August 2008 to 31st July 2012, in succession to Professor Ian Hazlett.

Associate Dean (Research) Faculty of Veterinary Medicine
Professor Massimo Palmarini for the period 1st January 2009 to 31st December 2012, in succession to Professor Iain Morgan

CRT/2007/47.14 Clerk of Senate
Court was reminded that Professor Graham Caie had recently been appointed Clerk of Senate. This post had a similar standing to that of a Vice-Principal, and Professor Caie had asked that, in external communications, he might be permitted to use the title 'Vice-Principal'. Court approved the request.
CRT/2007/47.15 Glasgow University Trust

Court noted that Professor Andrea Nolan had been appointed as a trustee of the Glasgow University Trust.

CRT/2007/47.16 Barclay Lectureship

Court noted the approval of the appointment of Mr Carl Davis, Honorary Senior Clinical Lecturer in the Department of Surgical Paediatrics at the Royal Hospital for Sick Children, to the Barclay Lectureship.

CRT/2007/48. Communications from Senate

Court approved proposed arrangements for the according the title “Emeritus” to retiring Professors.

The Communications from Senate were noted.

CRT/2007/49. Any Other Business

There was no other business.

CRT/2007/50. Date of Next Meeting

The next meeting of the Court will be held on Wednesday 8 October 2008 in the Senate Room at 1.00pm

Other dates for the 2008/2009 Session are

- Wednesday 10 December 2008
- Wednesday 11 February 2009
- Wednesday 22 April 2009
- Wednesday 24 June 2009