

## **WEB COPY**

### **Court**

#### **Minute of Meeting held on Wednesday 9 October 2013 in the Senate Room**

##### **Present:**

Mr David Anderson General Council Member, Ms Susan Ashworth Employee Representative, Mr Ken Brown Co-opted Member, Mr Peter Daniels Co-opted Member, Dr Robin Easton Co-opted Member, Professor Christine Forde Senate Member, Dr Marie Freel Senate Member, Professor Nick Jonsson Senate Member, Rt Hon Charles Kennedy MP Rector (Chair), Professor Karen Lury Senate Member, Mr Brian McBride General Council Member, Mr Alan Macfarlane General Council Member, Ms Jess McGrellis SRC President, Mr Donald Mackay SRC Member on Court, Ms Margaret Anne McParland Employee Representative, Mr Murdoch MacLennan Chancellor's Representative, Ms Margaret Morton Co-opted Member, Professor Anton Muscatelli Principal, Professor Miles Padgett Senate Member, Mr David Ross General Council Member (Convener of Court), Dr Duncan Ross Senate Member, Professor Michael Scott-Morton Co-opted Member, Dr Donald Spaeth Senate Member, Mr Kevin Sweeney General Council Member

##### **In attendance:**

Ms Ann Allen (Director of Estates & Buildings), Professor Anne Anderson (Head of College of Social Sciences and Vice-Principal), Ms Christine Barr (Acting Director of Human Resources), Professor John Chapman (Head of College of Science & Engineering and Vice-Principal), Professor Frank Coton (Vice-Principal Learning & Teaching), Professor Anna Dominiczak (Head of College of Medical, Veterinary and Life Sciences and Vice-Principal), Mr Robert Fraser (Director of Finance), Ms Deborah Maddern (Administrative Officer), Mr David Newall (Secretary of Court)

##### **Apologies:**

**Members:** Cllr Pauline McKeever Glasgow City Council Assessor

**Attendees:** Professor Steve Beaumont (Vice-Principal Research & Enterprise), Professor John Briggs (Clerk of Senate), Professor Neal Juster (Senior Vice-Principal), Professor Murray Pittock (Head of College of Arts and Vice-Principal)

##### **CRT/2013/1. Announcements**

Court welcomed Jess McGrellis, Nick Jonsson, Karen Lury, Duncan Ross and Christine Barr to the Court meeting.

Donald Mackay was attending his final meeting of Court. Court thanked him for his contributions to Court and wished him well in the future.

##### **CRT/2013/2. Minutes of the meeting held on Wednesday 19 June 2013**

The minutes were approved.

##### **CRT/2013/3. Matters Arising**

There were no matters arising.

## **CRT/2013/4. Report from the Principal**

### *CRT/2013/4.1 Senior Management Changes*

A number of vacancies would arise on SMG in July 2014 when VPs Beaumont, Chapman and Pittock demitted office. Court would be kept advised about the appointment process for their successors.

### *CRT/2013/4.2 University of Glasgow Pension Scheme UGPS*

Court had previously established an expert working group to review proposals for addressing the UGPS deficit, and to consider the future benefit structure of the scheme. The group's recommendations - that benefits under the existing scheme should be brought into line with those under USS, and that the existing scheme should be continued for existing members but closed to new entrants and a new Defined Contribution Scheme offered to new entrants – had been approved by Court in June, following which a consultation exercise with staff representatives had taken place over the summer.

During that period, meetings had been held with the relevant campus Trade Unions and a series of presentations with question and answer sessions had been organised for staff. The consultation had noted that the proposed changes were expected to be introduced on 1 April 2014 and that transition arrangements, negating the impact of removing the ability to retire from age 60 with an unreduced pension, would be introduced for members aged over 55 on that date. At the close of the consultation, three written responses had been received: one from Unison and two from individual members. Court noted the details of the responses and also noted that SMG had discussed them in detail at its meeting in September. Among the issues considered were a suggestion from Unison that the existing Defined Benefits scheme be retained for new members, on which point SMG had agreed that the proposal to close the DB scheme to new members was fundamentally to reduce the risk of increasing costs and, while the SMG understood the Unison position, it was unable to reverse its original proposal, since containing the University's exposure was its primary concern. A suggestion had also been made to manage risk to the University through cost-sharing with members: it had been recognised that the outcome of this action would be to increase member contributions vastly, which was unsustainable. The SMG had been aware that a number of members had expressed concern at the rise in contributions from 6% of salary to 7.5%, through the presentations to staff. Increasing contributions to significantly higher than 7.5% would not be a supportable proposition. The SMG had remained convinced that a strong element of its proposals was parity of treatment of all staff, and therefore wished to align UGPS with USS as far as possible.

After considering all the points made during the consultation, SMG had agreed that the original recommendations from the expert working group should stand. As such SMG was recommending this to Court. Court agreed with this position, noting that the new arrangements would come into effect on 1 April 2014, with transition arrangements as indicated in the paper to Court.

Court noted that the addressing of the ongoing deficit within UGPS was a separate matter and was being discussed with the Trustees and their actuary, with a view to a shared set of assumptions on the discount rates and therefore the deficit level. A revised recovery plan would then be discussed, to be in place by the Regulator's deadline of June 2014. The expert working group would continue to exist, given the outstanding matters.

### *CRT/2013/4.3 HE Funding*

Court noted 2013/14 SFC grant details. The University's Outcome Agreement was entering its next phase and Court would be kept updated on changes made during the year.

Court also noted a number of significant awards that had been made for major projects in several Colleges.

*CRT/2013/4.4 Internationalisation*

Court noted an update on progress against the objectives set out in the Internationalisation Strategy, following on from the Mid-term Review in 2012, details of which had been provided to Court at the time.

*CRT/2013/4.5 Student Admissions*

Court noted details of student admissions figures for 2013 entry. Home (Scotland/EU, non-RUK) admissions had been very close to the target set. RUK admissions had been above target and had presented challenges in terms of accommodation. International recruitment targets had been met.

*CRT/2013/4.6 Glasgow University Union*

Over the summer, GUU's officers had undertaken an independent review of the culture within the GUU, following complaints made by two visiting women speakers about sexist abuse at this year's Glasgow University Union (GUU) Ancients Debating Championship. The review group's report had been submitted to the GUU, but at this point had not been shared with the University. It was agreed that a copy of the report and the response to it would be requested from the Union, to be provided within a reasonable timescale. Court would receive a copy.

*CRT/2013/4.7 University Rankings and National Student Survey*

Court noted details of recent University rankings tables and the NSS outcome.

*CRT/2013/4.8 Key Activities*

Court noted a summary of some of the main activities in which the Principal had been involved since the last meeting of Court, covering internal and external activities beyond daily operational management and strategy meetings. The activities were under the broad headings of: Academic Development and Strategy; Internationalisation activities; Lobbying/Policy Influencing and Promoting the University; Internal activities and Communications and Alumni events.

**CRT/2013/5. Report from the Secretary of Court**

*CRT/2013/5.1 Court Strategy Day*

Court noted a report of the Strategy Discussion Day held on 25 September. Following on from the update that Court had received at that event, from the Director of the Recruitment and International office, Court noted that its further views on future pricing strategy for RUK fees would be sought in the spring of 2014. Updates on the Campus Estates Strategy would be brought to Court throughout the coming year, either as part of the standard agenda, or through a pre-Court briefing or, if required, through a special meeting. There would be a substantial update to Court in June 2014, with a draft Campus Estates Strategy being presented for consideration at that point, for final approval in October 2014.

*CRT/2013/5.2 Review of Governance Arrangements*

At its June meeting, Court had received and approved a report containing recommendations and proposed actions arising from the Court Governance discussion day held on 31 May. The discussion day itself had covered a range of matters raised by the Lauwerys Report on Court's Effectiveness and the draft Scottish Code on HE Governance. Court had been advised that a large part of the actions from the discussion day would be taken forward over the summer months, with an update to the October Court meeting. The update was noted. Court approved a suggestion that the Nominations Committee identify a suitable person to undertake the Convener of Court's annual appraisal.

*CRT/2013/5.3 Court Governance Working Group*

As part of its review of governance arrangements, Court had agreed in June 2013 that a Working Group should look further at the composition of Court and report to the present meeting of Court. Court approved the Working Group's recommendation to proceed with the Ordinance relating to Court's Composition, with the primary aim of ensuring a clear lay majority on Court, such that the number of General Council Assessors would reduce from 5 to 2, the number of Senate Assessors would reduce from 7 to 5 and the number of Co-opted members would increase from 5 to 10. The Privy Council would be contacted by the Secretary of Court to request that the Ordinance be progressed as soon as possible. The Ordinance had been on hold for 2 years at the Privy Council, because of the Review of HE Governance.

Court also approved transitional arrangements (if the Privy Council approved the Ordinance) to the effect that 2 additional Co-opted members of Court be recruited as soon as possible, with the possibility therefore that there might be 27 members of Court on a temporary basis until July 2015, when two Senate Assessors would demit office.

Arrangements suggested by the Working Group - relating to the Chancellor's Assessor title and that of Convener possibly being combined so that a further member of Court could be termed 'Co-opted' - would be discussed in more detail and a report made to Court at a future meeting. Following this, Standing Orders would be amended, if necessary, to provide a suitable mechanism for a member of Court to raise any matter that s/he did not wish to raise directly with the Convener of Court.

*CRT/2013/5.4 Post-16 Education (Scotland) Bill*

As Court had heard in June, the amended Bill required universities to comply with principles of good governance, as determined by the SFC. The Bill had been passed into law by the Parliament in June. The Scottish Code of Good HE Governance had been published by the Committee of Scottish Chairs in July 2013, and all Scottish universities were now reviewing their governance arrangements in the light of the new Code. At this stage, the Scottish Funding Council had made no formal statement regarding its position on the new Code.

Court members were aware of the UK-wide Code of Governance Practice that had been issued by the Committee of University Chairs (CUC) in 2004 and updated in 2009. CUC had now embarked on a further updating of its code, with the intention of publishing a new version in March 2014. CUC had been advised by the Chair of the Committee of Scottish Chairs (CSC) that the Scottish universities would now comply with the Scottish Code, and that they could not commit also to comply with a new UK-code.

*CRT/2013/5.5 Nominations Committee*

At the June meeting, Court had approved a recommendation that an advertisement seeking Co-opted members of Court be drawn up, with the aim of recruiting three suitably qualified members with particular expertise in, respectively, finance, estates and academic (specifically research and/or knowledge transfer) matters. Nominations Committee was currently taking forward a shortlisting and interviewing process and would report any recommendations for appointment to Court. It was agreed that Court members' approval of these recommendations would be sought by email, rather than await the December meeting of Court,

Court had agreed as part of the governance discussion day that Remuneration Committee should be further augmented by the appointment of an external lay member. It was hoped that a suitable recruit might be drawn from those currently applying for the Court vacancies, with a recommendation being made to Court by email.

Court had agreed in June that a vacant position on the Remuneration Committee should be filled as soon as possible. Court approved a recommendation from the Nominations Committee that Brian McBride become a member of the Remuneration Committee. The new Code of Good HE Governance, in its Supporting Guidelines, indicated that the Chair of Court should no longer convene the Remuneration Committee. Court approved a recommendation from the Nominations Committee that David Anderson become Chair of the Remuneration Committee, with effect from the Committee's next meeting (10 October 2013).

#### *CRT/2013/5.6 Court Business 2013/14*

Standing Orders for Court had been provided, including suggested amendments for Court's approval, arising from the governance discussion day. The amendments were approved, with Court noting that further changes might arise in connection with the possible combining of the Chancellor's Assessor and Convener titles, referred to earlier in the meeting.

A Statement of Primary Responsibilities has been provided, with suggested amendments for Court's approval, arising from the governance discussion day. The Statement was approved.

Court noted the Schedule of Court Business for the coming year.

Court noted that the attendance lists for meetings of Court and its committees for 2012/13 had been reviewed and that there were no outstanding issues to report in connection with this.

#### *CRT/2013/5.7 Glasgow City Council Representative*

Councillor Pauline McKeever had been selected as the Glasgow City Council representative on Court, replacing Councillor Matt Kerr.

#### *CRT/2013/5.8 Senate Assessors on Court*

As previously advised in June, the following had been elected to Court until 31 July 2017 (from 1 August 2013):

Professor Nicholas Jonsson (College of Medical, Veterinary & Life Sciences Professorial member)

Dr Duncan Ross (College of Social Sciences non-Professorial member)

Professor Karen Lury (College of Arts Professorial member)

#### *CRT/2013/5.9 Honorary Degree Nominations*

In line with the previously agreed arrangement with Senate to allow members of Court to

submit observations on nominations for honorary degrees, Don Spaeth (on behalf of the Clerk of Senate, who was not able to attend the Court meeting) advised Court of the 2013/2014 nominations on a confidential basis. Members of Court could contact the Clerk of Senate if they had observations to make.

*CRT/2013/5.10 Heads of School Appointments*

The following appointments had been made:

*College of Social Sciences*

Head of School of Social and Political Sciences

Professor Christopher Carman from 1 August 2013 for a period of 2 years, replacing Professor Mike French.

*College of MVLS*

Head of School of Medicine

Professor Alan Jardine as Acting Head of the School of Medicine from 1 November 2013 and for a period of three months, replacing Professor Massimo Pignatelli, who was leaving the University to take up another post.

*CRT/2013/5.11 Equality & Diversity Strategy*

Court confirmed its endorsement of the Equality & Diversity Strategy, as approved by EDSC in February 2012, and as reflected in the E&D Strategy Action Plan approved by Court in April 2013.

*CRT/2013/5.12 MyCampus and University IT Strategy*

Court heard a report on the experience of student registration and enrolment in 2013. Difficulties experienced in 2012 with IT infrastructure had not recurred this year, and financial registration had been much improved. The Direct Admissions element of the system, the final major element of it to be introduced, was now in place, as of 1 October, providing a better service to applicants and a more efficient process. However, a problem had been experienced this year in mid-August with the transfer of data from the room bookings system to MyCampus. A report had been commissioned to clarify the nature of that problem and to ensure similar issues did not recur. Aside from specific IT issues, there had been challenges this year associated with the very large number of new entrants, where the relatively late choice of class options that was offered to students had resulted in very large classes, with attendant accommodation problems, and some classes being oversubscribed to a level where students' first choices could not be met.

Court noted comments from Don Spaeth about continuing problems with the MyCampus system, including its apparent inability to cope with some complex curricula, difficulties that colleagues had had in getting answers to problems arising in the system, and user stress. Dr Spaeth suggested that project management in general might need to be reviewed to take cognisance of the experience of implementing MyCampus. Miles Padgett also referred to the Lessons Learned exercise arising from the MyCampus implementation and requested that the lessons be applied to the Research Management Project in due course, and that metrics for this latter project should be agreed in advance.

Court noted that the Principal had asked Professor Coton to convene a working group to look afresh at how best to plan for large student intakes, following the experience of 2013 and the

associated problems that had arisen with teaching accommodation. This work would involve Colleges and University Services and would aim to maximise use of available space, with efficiency of space utilisation as central.

Court members agreed that, as a wider issue, and with the highly important Campus Estates Strategy being developed, IT Strategy and oversight of IT matters were crucial for the University. Court requested detailed discussion of this area at SMG prior to a key discussion paper being provided to Court in early 2014.

## **CRT/2013/6. Learning and Teaching Strategy**

Professor Frank Coton updated Court on the Learning and Teaching Strategy, including performance against Key Performance Indicators. The Strategy operated under the guiding principles of excellence; fostering investigative learning through research-led teaching; inclusion, access and opportunity; and a truly supportive environment. Progress was noted against nine key objectives. Specific strategic priority areas had also been identified for particular focus within the strategy, and progress against these were noted, in the areas of Student Retention, Assessment and Feedback, Recruitment and Admissions, Embedding Graduate Attribute development in provision, Sustainable Postgraduate Taught (PGT) Growth; and Innovation in Provision.

KPIs were noted with regard to:

- Home UG population, where Court was reminded of the problematic nature of this target, for example with the Government having stated its commitment to maintaining the current number of Scottish domiciled students in Universities. EU admissions had been reduced through applying tighter equivalence between Scottish and EU qualifications and the overall Home/EU target number of new students had been achieved. Court also noted that RUK numbers had grown substantially in the current year.
- PGT population, where it was expected that the 2013/14 data would show a significant increase, including international numbers showing steady growth and home numbers being improved through, for example, Masters programmes linked to Innovation Centres.
- Undergraduate Student Satisfaction, where overall satisfaction in NSS (89%) had not quite met the institutional KPI. Action plans had been created at University and College levels, although it was clear that the student experience at Glasgow was very good.
- Student Progression, where both measures (progression and continuation) continued to move upwards towards the target, although the rate of growth in progression rate had slowed in 2013. Enhanced support was being provided through initiatives such as the Higher Education Academy project.
- Job Prospects, where the indicator had dropped this year. The reasons for this were a combination of graduates not responding to the DLHE survey, lack of contact data and a real drop in employment rates. Action was being taken to address the elements of this that the University could influence.
- Undergraduate Entry tariff, where Glasgow continued to be a destination of choice of prospective undergraduates and the institution was seeing a steady rise in the entry tariff as a result of this.

Court heard that, in June, Senate had approved the E-Learning strategy. This would be progressively rolled out in the next few years. Glasgow had joined the FutureLearn MOOC consortium along with a number of leading UK universities. Court was also informed of the launch of iGnite, the new student enterprise service attached to the Careers Service.

Court thanked Professor Coton for the briefing.

## **CRT/2013/7. Reports of Court Committees**

### *CRT/2013/7.1 Finance Committee*

#### *CRT/2013/7.1.1 UGPS Additional Pension Contribution*

Court noted that Finance Committee had agreed the discontinuation of the recent annual additional payments to the University of Glasgow Pension Scheme. A revised deficit recovery plan would be discussed with the Pension Scheme Trustees and the Pensions Regulator, informed by the triennial valuation currently being prepared.

#### *CRT/2013/7.1.2 Steam Main*

Court noted that Finance Committee had approved a capital expenditure application for £15.9M for immediate replacement of the current steam system for the provision of heating and hot water. The option approved would open up a further opportunity to add a combined heating and power (CHP) installation to generate electricity, while reclaiming heat to provide hot water as the heating medium for the new system; it would also improve the University's position on carbon reduction, and allow future links to the Western Infirmary site.

### *CRT/2013/7.2 Audit Committee*

Court noted the report from the Audit Committee. A new firm of internal auditors had recently been appointed following a tender exercise. The plan of work for the coming year would include a review of MyCampus.

### *CRT/2013/7.3 Human Resources Committee*

Court noted the report from the Human Resources Committee. The Committee had considered an early draft of the People and Organisational Development Strategy. The associated delivery plan and Key Performance Indicators to complete the plan were currently under development. The final version of the strategy would be reviewed at the next meeting of the Committee prior to presentation to Court in December 2013.

The Committee had also reviewed sickness absence trends in accordance with its regular KPI schedule and an action plan would be agreed to facilitate improvement in emerging trends. The Committee had also requested more granular detail about reasons for absence that were categorised as 'other'. A review of University policy was planned regarding Atypical Workers/Zero Hours contractual and casualisation arrangements; this should be complete by December 2013. The Committee had received an update on the campus wide consultation exercise that had taken place over the summer months with regard to the proposed changes to the University of Glasgow Pension Scheme.

### *CRT/2013/7.4 Estates Committee*

Court noted Estates Committee's approval of the Steam Main Replacement Project in the sum of £15.9m, and its approval of CapEx applications in respect of: Repair works to the University Bell Tower and Spire, £820k; and Fire Management Works, £750k.

Tenders had been returned for the GUU/Stevenson Project in excess of the approved budget. The matter was being reviewed and would be considered by the Committee again in November.

With regard to the recent award of HLF funding for Phase 1 of the Kelvin Hall development, Court noted that the matters that had been outstanding following the joint meeting of Estates Committee and Finance committee in June had been addressed. Estates Committee would

receive an update, which would also be provided to the Finance Committee.

*CRT/2013/7.5 Health, Safety and Wellbeing Committee*

Court noted the report from the Health, Safety and Wellbeing Committee.

**CRT/2013/8. Report from the Rector**

The report from the Rector was noted. The Rector had attended a number of very successful Freshers' week events at the Gilmorehill and Dumfries campuses. The Rector highlighted unexpected HMO license renewal issues that had occurred and thanked colleagues in Campus Services for their help resolving this and other accommodation matters. He also noted the SRC's successful campaign against the imposition of water charges on top of university residential fees. Regular Rector's surgeries had recommenced and a busy campus diary was in place.

**CRT/2013/9. Communications from Meeting of Senate 6 June 2013**

Communications from the meeting of Senate held on 3 October had been provided to Court.

Court noted that the Senate Operations Working Group had been developing proposals for the establishment of a Council of Senate. The intention was to address a number of issues concerning Senate: with over 500 members, meetings of Senate were rarely quorate; the composition did not align to the new University structure; and there was no provision for student membership of Senate. Subject to technical legal advice being provided, Senate was content with the draft constitution of the Council and that it should proceed to decide the matter of establishing the Council. Final legal advice was being obtained as to the most appropriate way forward which safeguarded the interests of Senate and its constitution as set out in the relevant legislation and constitutional documentation.

Senate had received updates on ELIR preparations; Outcome Agreements with the SFC; Governance issues comprising the Post-16 Education (Scotland) Act 2013 and Scottish Code of Good Higher Education Governance; and the Comprehensive Spending Review. It had also discussed the development of a policy on the recording of lectures.

**CRT/2013/10. Enhancement-led Institutional Review 2014**

ELIR was the equivalent of the Research Excellence Framework, for learning & teaching. It was undertaken by the Quality Assurance Agency for Higher Education (QAA), and covered all credit-bearing academic provision, including research degrees and collaborative provision and was undertaken on a four-year cycle. Management of the University's academic provision was assessed against the Scottish national Quality Enhancement Framework with its expectation that the University was maintaining standards and maintaining and enhancing quality. A key benchmark used was the QAA Quality Code. The University had been reviewed in 2004 and 2009, and would be reviewed again in 2014.

The University had set up a ELIR Steering Committee, convened by the Vice-Principal Learning and Teaching, to oversee the process, key elements of which were: the Reflective Analysis (University self-evaluation); three Case Studies to exemplify the strategic approach to enhancing the student learning experience; preparation of an Advance Information Set (a summary and evidence of academic quality assurance processes); and preparations for the Part One and Part Two ELIR visits.

It was important that Court had the opportunity to comment on and contribute to the preparations for the Enhancement-led Institutional Review. Court had been provided with

details of the process, the draft Reflective Analysis and Case Studies. Comments were requested to be submitted to the Senate Office by 16 October.

**CRT/2013/11. Annual report for SRC – Institutional-led Review of Quality and Governing Body Statement of Assurance**

Court had received a copy of the University's draft annual report to the Scottish Funding Council (SFC) on institution-led review of quality for AY 2012-13. The contents were specified by the SFC. The statement summarised review activity undertaken by the University of its provision for students, namely: reviews of Periodic Subject Reviews (PSR), Graduate Schools and Administrative Review Process exercises carried out in respect of student-facing University services. Information concerning review activity carried out at the University by Professional, Statutory or Regulatory Bodies was also included.

A Statement of Assurance was a new requirement. The prescribed text had been provided to Court. Having noted details of how the University assured the effectiveness of arrangements for maintaining academic standards and quality, Court agreed that the statement could be signed off by the Convener of Court, as follows:-

“On behalf of the governing body of [University of Glasgow], I confirm that we have considered the institutions arrangements for the management of academic standards and the quality of the learning experience for AY 2012-13, including the scope and impact of these. I further confirm that we are satisfied that the institution has effective arrangements to maintain standards and to assure and enhance the quality of its provision. We can therefore provide assurance to the Council that the academic standards and the quality of the learning provision at this institution continue to meet the requirements set by the Council.”

**CRT/2013/12. Any Other Business**

There was no other business.

**CRT/2013/13. Date of Next Meeting**

The next meeting of the Court will be held on Wednesday 11 December 2013 in the Senate Room.