

WEB COPY

Court

Minute of Meeting held on Wednesday 24 June 2015 in the Senate Room

Present:

Mr Dave Anderson Employee Representative, Professor George Baillie Senate Assessor, Mr Ken Brown Co-opted Member, Ms Heather Cousins Co-opted Member, Professor Christine Forde Senate Assessor, Dr Carl Goodyear Senate Assessor, Mr Marvin Karrasch SRC Assessor, Professor Karen Lury Senate Assessor, Mr Brian McBride General Council Assessor, Mr Murdoch MacLennan Chancellor's Assessor, Dr Morag Macdonald Simpson General Council Assessor, Ms Margaret Anne McParland Employee Representative, Mr David Milloy Co-opted Member, Ms Margaret Morton Co-opted Member, Professor Anton Muscatelli Principal, Ms Breffni O'Connor SRC President, Mr David Ross General Council Assessor (Convener of Court), Dr Duncan Ross Senate Assessor, Dr Donald Spaeth Senate Assessor, Ms Lesley Sutherland General Council Assessor, Professor Paul Younger Senate Assessor

In attendance:

Ms Ann Allen (Director of Estates & Buildings), Ms Christine Barr (Director of Human Resources), Professor John Briggs (Clerk of Senate), Professor Muffy Calder (Head of College of Science & Engineering and Vice-Principal), Professor James Conroy (Vice-Principal Internationalisation), Professor Anna Dominiczak (Head of College of Medical, Veterinary and Life Sciences and Vice-Principal), Mr Robert Fraser (Director of Finance), Professor Neal Juster (Senior Vice-Principal), Mr Liam King (SRC President-elect), Ms Deborah Maddern (Administrative Officer), Mr David Newall (Secretary of Court), Professor Roibeard O Maolalaigh (Head of College of Arts and Vice-Principal),

Apologies:

Members: Mr Graeme Bissett Co-opted Member, Cllr Pauline McKeever Glasgow City Council Representative

Attendees: Professor Anne Anderson (Head of College of Social Sciences and Vice-Principal), Professor Jon Cooper (Vice-Principal Innovation & Knowledge Exchange), Professor Frank Coton (Vice-Principal Learning & Teaching), Professor Miles Padgett (Vice-Principal Research)

CRT/2014/40. Announcements

The Convener referred to the very sad and untimely deaths of Charles Kennedy and David Anderson. The University had held a memorial service for Charles Kennedy. Among many contributions to the University over his 7 years on Court, David Anderson had been Chairman of the UGPS Trustees and Convener of the HR Committee. Court marked their passing by a minute's silence.

Court welcomed the SRC President-elect, Liam King, to the Court meeting.

Don Spaeth and Breffni O'Connor and, probably, Marvin Karrasch were attending their final meeting of Court. Court thanked them for their contributions to Court and wished them well in the future.

CRT/2014/41. Minutes of the meetings held on Tuesday 15 April 2015

The minutes were approved, subject to the final paragraph of the minute relating to the Centre for Open Studies being amended, so that the first sentence read “Court approved the recommendations made by the CPRG, subject to the Council of Senate being content with the proposals following discussion at its forthcoming meeting”.

CRT/2014/42. Matters Arising

There were no matters arising.

CRT/2014/43. Report from the Principal

CRT/2014/43.1 Vice Principal portfolio

Court noted that Vice Principal Professor Frank Coton’s title would change to Vice Principal Academic and Educational Innovation, with immediate effect. Professor Coton’s role would include greater involvement with the Information Strategy, including chairing the Information Policy and Strategy Committee.

CRT 2014/43.2 Internationalisation Strategy

Court received details of the new Internationalisation Strategy, from Professor Jim Conroy, Vice Principal Internationalisation. The first Internationalisation Strategy had been agreed by Senate and Court in 2009/10, with the aim of highlighting Glasgow’s international ambition, and providing a framework for the development of international activity. In the five years since that strategy had been introduced, the University had made substantial progress across the full range of its international activities. The new strategy had been developed to tie in with both the University strategic plan and the Learning and Teaching strategy, and had involved discussion and consultation with Colleges and Schools. The strategy aimed to build on the platform developed since 2009, by adopting a more targeted approach that made the most of the international assets and capacity developed over the past five years, in order to enhance a number of priority areas, including: increasing the number of international students as a percentage of overall student numbers, and further developing opportunities for study and placements abroad. The latter would be as flexible as possible and involve a mixture of opportunities including industry placements. In terms of financial outlay, it was noted that there would be some additional costs, but the plans were largely achievable within existing resource. There would be KPIs associated with the overall area of activity.

While supporting the terms of the updated strategy, Court asked that targets for philanthropic income generation in this area be reviewed by Professor Conroy in discussion with the Development & Alumni Office.

Court noted that it was important that Court had a good understanding of how the University’s the Trans-national Education (TNE) agenda was being delivered at its various locations and that, as a result, Professor Paul Younger would be visiting these locations and would update Court on this activity from time to time.

CRT 2014/43.3 The debate on the UK's Future within the European Union

Court noted that the University would maintain a position that was politically neutral, in terms of not being seen as aligning itself with a particular political party. However, given the University sector's very strong ties with the EU - including the University of Glasgow's significant EU student body and numbers of EU staff members, and its income from EU funders - groupings such as Universities UK, Universities Scotland and the Russell Group were likely to campaign strongly in favour of the UK staying within a reformed EU. In these circumstances, Court endorsed a proposed approach whereby:

- The University would encourage all of its staff and students to speak on all sides of the EU referendum debate;
- The University would actively invite speakers on both sides of the debate to the University;
- Because of the importance of maintaining EU research funding and the free mobility of researchers and students within the current EU/EEA area, the Principal and Senior Management would be able to speak openly on behalf of the University to defend its interests in research and teaching;
- The Principal and academic senior managers would be able to speak in a personal capacity to issues concerning the referendum outwith the University's special interests in research and teaching, when this aligned with their particular academic expertise, in line with the University's adherence to the principles of academic freedom.

CRT 2014/43.4 Universities Superannuation Scheme (USS)

There had been a statutory consultation process with current and prospective USS members, from 16 March to 22 May, relating to proposed changes to the scheme. The outcome of the consultation was awaited.

CRT 2014/43.5 Joint Educational Institute - UESTC China

At the last meeting, it had been reported that the Principal had visited UESTC to advance negotiations with the Ministry of Education with regard to the formation of a Joint Educational Institute (JEI) with the University of Electronic Science and Technology of China (UESTC), expanding existing programmes with that institution in Chengdu. Discussions were continuing, with positive progress.

CRT 2014/43.6 Widening Access Commission

In April, the Principal had been appointed to the Commission on Widening Access, which would be chaired by Dame Ruth Silver. The Commission included a cross-section of education, business and student representatives, and would develop plans to help more students from disadvantaged backgrounds in Scotland to enter and succeed in Higher Education. The Commission had been announced by the First Minister in November as part of the Scottish Government's Programme for Government, guaranteeing a move towards 20% of university entrants coming from the most disadvantaged 20% of society.

CRT/2014/43.7 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.

CRT/2014/44. Strategic Plan and KPIs, Budget 2015/16 and Financial Forecasts

Court had received a briefing on the draft new Strategic Plan and related KPIs, from Professor Neal Juster, Senior Vice Principal, at a lunchtime session. The draft plan had been developed following wide consultation with the University community. Key outcomes from the consultation had been that people were at the heart of the institution and that they should be supported, developed and allowed to pursue their fields; that the University made a difference in the world and that its global impact should be enhanced and promoted; and that the University should remain broad-based, but should focus.

The plan's vision was for a world class, world changing university. The mission had three major strands, which were: *1. Bringing inspiring people together*, through: securing the best staff; attracting outstanding students; and connecting with the world through internationalisation; *2. Creating a world class environment for learning and research*, through: developing an inspiring and transformative campus; streamlining policy, processes and systems; and providing staff and students with first class support; *3. Discovering and sharing knowledge that can change the world*, through: inspiring learning with outstanding teaching; leading discovery through world class research; and creating impact for society and the economy through innovative engagement.

22 KPIs were included in the plan, and it was intended that nine of the KPIs (Primary KPIs) would be used to direct behaviour at School, Research Institute and Service Unit level, with the other 13 Secondary KPIs being used to monitor progress at University level; some of these would also be taken into account within Schools, Research Institutes and Service Units.

Court now approved the new Strategic Plan and related KPIs, thanking Professor Juster and his team for their work in developing an excellent plan.

At the Court meeting, Professor Juster provided an update on progress against the University's current strategic plan and KPIs. The overarching strategic objective in the current strategic plan, *Glasgow 2020: A Global Vision*, had been to raise the University's reputation as a world-leading international research-intensive university. The strategic planning period (2010-2015) had been entered with a relatively good reputation for the undergraduate student experience compared to Russell Group peers, but a relatively poor performance in terms of RAE 2008 scores, international profile and student recruitment.

The first part of the current strategic cycle (2009-12) had involved restructuring and reducing costs in order to provide the basis for strategic investment in the academic base. Between 2012 and 2014, there had been selective investment in the research base, in preparation for REF 2014. This investment had helped current staff to improve research grant capture, grow PhD student numbers, increase the number of research outputs published in the most prestigious journals and conferences, and grow citation rates. This had led to a good outcome in REF 2014. Over the current strategic cycle, international student numbers had grown, and the University's transnational education presence (TNE) had grown very rapidly in parallel with growth in international profile and reputation. Court noted the annual performance against the Key Performance Indicators (KPIs), and noted a summary of the University's performance in the domestic and international league tables for the 2010-2015 period.

As the new Strategic Plan was launched, the 2015/16 budget would build on recent success and

align with the priorities set out in the new plan. The key investment priorities were to: prepare for the major development of the Gilmorehill Campus; develop underlying student infrastructure; continue to invest and build towards REF 2020; invest in improving the student experience; and improve business intelligence by investing in improving data quality and in implementing a data warehouse. With regard to the latter, it was noted that while there would be an administrative load on staff to enter full and accurate data into University systems, it was vital that this occurred so that there was not local duplication - and unnecessary reconciliation - needed, and so there was a single, authoritative, source of data.

The financial forecast showed that the University would maintain its surpluses at a level that would enable the planned £775m investment in the estate over the next 10 years. This was achievable through modest growth in international student numbers, the implementation of a premium-fee policy for popular courses, growth in contribution from research and commercial activity, and control of costs

The 2015-16 budget outlined a management accounting surplus of £11.5m, equating to a statutory accounting surplus of £13.4m. The budgetary forecast predicted management accounting surpluses of £14.3m, £16.9m and £15.6m in 2016-17, 2017-18 and 2018-19 respectively. This equated to statutory accounting surpluses of £16.2m, £18.8m and £17.5m in the same three-year period. Surpluses to 2018-19 were based on a number of assumptions, including: removal by SFC of all funded rUK cohorts from the funding base (replaced by all rUK students paying fees); overseas student fee growth as determined by Colleges and confirmed by RIO to the effect that it would increase incrementally to £107.2m per annum (2018-19) from £81.9m in 2015-16; RUK student fee growth (net of discounts), Research growth and commercial growth as determined by Colleges; salary voids and pay award assumptions; utility savings arising from the new Combined Heat and Power system; provisions relating to pension schemes and additional National Insurance Contributions from April 2016; and cash flow profile.

The risks and challenges around the forecast were noted, particularly with regard to: overseas student demand; UK Visas and Immigration issues; changes in England and rUK demand; cuts in overall SFC budget after the 2015 Comprehensive Spending Review; cuts in, and refocusing of, RCUK resources after the 2015 comprehensive spending review; potential exit from the EU; and funding the estates development.

Court noted a breakdown of the Capital Plan. It was noted that in relation to populating new buildings, while it would be important to ensure that research staff were in place when the buildings were ready, the funding horizon and the post-REF reviews needed to be examined ahead of this. The matter would be reviewed further in the autumn when more information was available.

Court thanked Professor Juster for the briefing.

Court approved the 2015/16 Budget and four year financial forecasts, and approved the Capital Plan.

CRT/2014/45. Report from the Secretary of Court

CRT/2014/45.1 Nominations Committee Business

There were a number of Court and Court Committee vacancies arising in the coming months. The details had been reviewed by the Nominations Committee and recruitment would take place via appropriate media, with recommendations for appointment coming to Court, by email if necessary.

All the recruitment would be particularly mindful of the need for gender balance (at least 40% F and M), in line with both the Committee of Scottish Chairs' and the University's equality agendas, and with actions under the Athena Swan scheme.

CRT/2014/45.2 Court Procedural Review Group (CPRG) - Centre for Open Studies

At its April meeting, Court had agreed recommendations from the CPRG, aimed at moving the Centre for Open Studies to a break-even position, eliminating the current annual deficit of £500k. The agreement by Court had included a reference to the Council of Senate being advised of Court's support for the changes proposed, and to the Council of Senate being offered the opportunity to comment on them, and that if there were any serious concerns, then management should reflect on these, and provide its response to Court at its June meeting. The Council of Senate had expressed some concerns about the proposed restructure, in particular about the proposed removal of the standalone Access Programme; and about the proposed removal of all courses in the STEM (Science, Technology, Engineering and Mathematics) areas.

As a result of the concerns expressed by the Council of Senate, a revised proposal was being proposed to Court, such that:

- the Access Programme would be retained as a discrete aspect of the Centre's provision, rather than replacing it with a 'credit for entry' scheme, and all three pathways would continue to be offered in their current form (Access to Arts and Social Sciences; Access to Law, Business and Accountancy; and Access to Science, Engineering and Nursing), with the distinct cohort identity of Access students being maintained within the Centre's student body. This change to the original proposal would however mean that savings to address the deficit would not be as great as had been previously calculated.
- the Centre would no longer offer the current range of science (STEM) programmes managed by individual subject specialists, but that those courses which were in demand would still be offered in future, where such courses were financially viable.

Court noted that although certain subject areas were proposed to be removed as discrete elements in the provision offered, the Centre remained keenly committed to community education and would continue to deliver a large, open access programme of accredited and unaccredited courses predominantly, but not exclusively, in the liberal arts. The Centre would be a key contributor to the Kelvin Hall development, along with the College of Arts and the Hunterian, offering significant opportunities for the Centre to develop its programme of collections-based learning across the disciplines, and also enabling the Centre to reach out to new audiences.

Court approved the revised proposals.

CRT/2014/45.4 Socially Responsible Investment Policy – Fossil Fuels

At its meeting in October 2014, Court had made a decision in principle to reduce its investment in the fossil fuel extraction industry, in a phased way over a period of 10 years. Court had approved the following recommendations:

1. that the University's direct investment in the fossil fuel extraction industry should be managed in a controlled manner such that the value of such investments does not exceed the current level of 10% of the endowment portfolio for any appreciable time period;

2. that the current level of investment should be reduced to zero over the next 10 years, subject to Recommendation 3 and biennial re-evaluation of the financial and other impacts of the divestment policy on the University along with the scope for increased investment in renewable energy sources;

3. that prior to executing Recommendation 2, a further examination of the financial impact of that Recommendation be conducted through dialogue with the Glasgow University Climate Action Society (GUCAS) and the University's Investment Committee [IAC] to provide assurance to Court as to the limited scale of the prospective financial impact.

Court had received advice in April from its Investment Advisory Committee, agreeing at that meeting that a more fine-grained approach should be developed, bearing in mind the need for Court to comply with its duties as charitable trustees and the benefits of developing a more detailed understanding of how the impact of a decision by Court might be monitored.

Having considered further financial advice received, and noting objections from Ms Morton, Mr McBride and Professor Younger to the proposed way forward, Court agreed to implement a first stage of divestment, which would involve a 25% reduction in fossil fuel holdings over the next 4 years. Court would receive a progress report on divestment after 2 years and, in 2019, would undertake a further financial evaluation of the impact of the divestment policy, before deciding on whether to proceed with a further stage of divestment. The impact of this first stage of divestment would mean that, by 2019, 6.4% of the University's endowment investments will be held in fossil fuel companies, as compared with the current figure of 8.5% and the original figure (at March 2014) of 10%.

It was agreed that the progress report after 2 years should include details of what the investment portfolio returns would have looked like had the agreed first stage of divestment not occurred. It should also include consideration of the impact of the policy in terms of possible reduced external support for teaching and research in relevant areas of academic work.

CRT/2014/45.5 Ordinance on Composition of Court

The Ordinance on Court membership was scheduled to be considered by the Privy Council on 15 July.

CRT/2014/45.6 HE Governance (Scotland) Bill

The Bill had been published in June and it was understood that parliamentary scrutiny was likely to run through until the first quarter of 2016. The sector had expressed concerns about elements of the content, some of which had not been contained in the consultation on the draft Bill, and which included provisions that would involve direct government control of the composition of governing bodies.

Court agreed that, if required, the Court Governance Working Group should meet over the summer to discuss the matter, and keep Court informed.

CRT/2014/45.7 Appointments of Heads of Research Institute and Schools

College of MVLS/College of Science & Engineering

Institute of Neuroscience and Psychology and School of Psychology

Professor Philippe Schyns had been re-appointed as Director of the Institute of Neuroscience and Psychology for 5 years from 1 August 2015 and as Head of the School of Psychology for 2 years from 1 August 2015.

College of MVLS

Institute of Biodiversity, Animal Health and Comparative Medicine

Professor Dan Haydon had been re-appointed as Director of the Institute of Biodiversity, Animal Health and Comparative Medicine for 5 years from 1 August 2015

College of Science & Engineering

School of Geographical and Earth Sciences

Professor Martin Lee had been appointed as Head of the School of Geographical and Earth Sciences for 4 years from 1 August 2015, in succession to Professor Maggie Cusack.

CRT/2014/46. Reports of Court Committees

CRT/2014/46.1 Finance Committee

CRT/2014/46.1.1 Budget 2015/16 and four year forecasts

Finance Committee had agreed to recommend the budget and forecasts to Court.

Court had approved the 2015/16 Budget and four year financial forecasts, under item *CRT/2014/44. Budget 2015/16 and Financial Forecasts and KPIs*.

CRT/2014/46.1.2 Capital Plan

The Finance Committee had noted the focus on larger projects approved by Court as part of the campus redevelopment, combined with projects already committed, and a limited number of new strategically-aligned smaller projects. Finance Committee had also noted the rationale applied in the prioritisation of smaller projects, based on essential backlog maintenance; efficiency of the use of space; and the resilience of the estate, with a view to facilitating future large projects.

The Capital Plan forecast £771.2m of capital and revenue spending on estates development projects through to 2024/25, which included £172.7m on maintenance and minor works.

Finance Committee had agreed to recommend the Capital Plan to Court.

Court had approved the Capital Plan under item *CRT/2014/44. Budget 2015/16 and Financial Forecasts and KPIs*

CRT/2014/46.1.3 Bank credit ratings

Finance Committee had considered potential changes to the bank rating criteria used by rating agencies, that could result in many banks being downgraded by either one or two points. The Committee had accepted a recommendation to reduce the minimum required rating for organisations with which the University dealt, by one point.

CRT/2014/46.1.4 Capex applications

Finance Committee had approved Capex applications relating to: Research Hub (Fees) in the sum of £1,704,000; Institute of Health and Wellbeing/College of Social Sciences (Fees) in the sum of £1,286,400; College of Arts Hub (Fees) in the sum of £1,200,600; Estate Strategy Masterplanning (Fees) in the sum of £2,616,000; Bell Tower and Spire

Repairs in the sum of £930k; and Library Level 2 in the sum of £2,905,000.

CRT/2014/46.1.5 Financial reports

Court noted an overview of performance as at 30 April 2015.

The report was noted.

CRT/2014/46.2 Estates Committee

CRT/2014/46.2.1 Estate Strategy

Court noted the progress made in respect of the Estate Strategy, and noted also that a number of governance boards for individual projects had now been set up, and that training for members was ongoing.

CRT/2014/46.2.2 Capital Plan

Court noted the updated ten-year Capital Plan 2015-2025, which had been included in Paper 4 for the Court meeting.

CRT/2014/46.2.3 CapEx applications

Court noted and endorsed Estates Committee's approval of CapEx applications in respect of: Research Hub (Fees) in the sum of £1,704,000; Institute of Health and Wellbeing/College of Social Sciences (Fees) in the sum of £1,286,400; College of Arts Hub (Fees) in the sum of £1,200,600; Estate Strategy Masterplanning (Fees) in the sum of £2,616,000; Bell Tower and Spire Repairs in the sum of £930k; and Library Level 2 in the sum of £2,905,000.

The report was noted.

CRT/2014/46.3 Audit Committee

The Committee had been updated on Court's discussion of the Campus Estate Strategy, including the governance structure for the associated major capital projects. The Audit Committee had expressed some continuing concerns about mechanisms for overarching governance in this area, and the Internal Audit plan for the coming year would cover a review of the governance arrangements for the Campus Estate Strategy.

The Committee had received reports on recent internal audits of:

- Professorial Zoning, where in the context of high-risk findings connected to instances of University policy not being applied, recommendations had been made about better regulating the award of market supplement payments. With regard to this issue, Duncan Ross advised he had been in touch with the Audit Committee chair and had received assurances that this was being addressed; Ms Barr confirmed this was the case;
- Governance over Subsidiaries, where the audit had generally been positive, but it had been recommended that the University implement a more formalised governance framework to facilitate effective oversight and scrutiny, and that (proportionate) risk management arrangements be put in place for each subsidiary entity;
- Health and Safety, where one high risk had been identified relating to there being no list detailing individuals working/studying offsite in the UK or overseas - to this end, a

document on Management of International Travel has now been prepared;

- International Activity (UESTC (China)), where one medium level control design finding had been made about monitoring of programme aims and objectives; and
- Transparent Approach to Costing (TRAC), where a medium level recommendation had been made for improvement in areas including audit trails to support all key assumptions and judgements made in the preparation of the TRAC return.

Subject to some adjustment after the meeting, the Committee had approved the 2015/16 Internal Audit Plan, which was driven by the University's organisational objectives and priorities, and the risks that might prevent it from meeting those objectives. With regard to the plan containing reference to audits of the student experience including experience of MyCampus, Duncan Ross advised that he had been in touch with the Audit Committee chair with respect to this matter being taken forward.

The Committee had approved the External Auditors' approach to preparing the financial statements for the year to 31 July 2015.

The report was noted.

CRT/2014/46.4 Human Resources Committee

The HR Director had provided an update to the Committee highlighting a number of substantive areas including the National Pay negotiations, the USS consultation, this year's Performance & Development Review process, the University seeking accreditation as a Living Wage employer and a review of the infrastructure in place to support Athena Swan.

The Committee had received a presentation on the work of the Researcher Development Framework and initial reflections and actions arising from the recent REF; and an update on strategic Equality and Diversity activities.

The Committee had received an update on policy matters. This had included proposed changes to the Management of Organisational Change Policy, including a change to extend the remit of the CPRG to enable its members to provide strategic sign off for all Tier 2 proposals; details would continue to be reported to Court and the membership of the CPRG would be increased so that it contained 3 lay members of Court and 2 Senate Assessors. There had been discussions with the unions regarding the proposed changes, which only impacted on Tier 2 proposals. The Committee had recorded its support for the proposed changes and had agreed these should be presented to Court for formal approval.

Court agreed that the policy should be clarified so that there should always be staff consultation prior to the CPRG being convened. The remit should also include specific reference to the CPRG's option of soliciting input from unions as well as management on a given matter.

Subject to these points being addressed, Court approved the recommended changes to the remit of the CPRG and the associated changes to the Management of Organisational Change policy; and noted the Committee report.

CRT/2014/46.5 Health, Safety and Wellbeing Committee

The report was noted. The Committee had received: reports on a Hazardous areas survey, and on the Organisational Level Stress risk assessment; the latest reports from Occupational Health and the Safety & Environmental Protection Services; and an update on the uptake of

the Employee Assistance Programme.

CRT/2014/47. Communications from Meeting of Council of Senate held on 4 June 2015

Senate had discussed the Organisational Change proposal relating to the Centre for Open Studies, had had expressed a number of concerns that had been relayed to Court for, and subsequently discussed at, the present meeting under the Secretary of Court's Report.

Council of Senate had received briefings on the new University strategic plan, and on the draft Budget for 2015/16 and four-year financial forecast. Council of Senate had received a report from the Education Policy and Strategy Committee. Council of Senate had noted a report from the University Court meeting on 15 April 2015.

The report was noted.

CRT/2014/48. Any Other Business

There was no other business.

CRT/2014/49. Date of Next Meeting

The next meeting of the Court will be held on Wednesday 7 October 2015 at 2pm in the Senate Room.

Court - Wednesday 24 June 2015

Principal's Report

Items A : For Discussion

1. Internationalisation Strategy

The first University of Glasgow Internationalisation Strategy was agreed by Senate and Court in 2009/10, with the aim of highlighting Glasgow's international ambition, and providing a framework for the development of international activity.

In the five years since the Strategy was introduced we have made substantial progress across the full range of the University's activities, with seven out of the eight key indicators demonstrating transformational progress.

The 2015 Internationalisation Strategy, taking account of evolving circumstances, aims to build on the platform developed since 2009, by adopting a more targeted approach that makes the most of the international assets and capacity developed over the past five years, in order to enhance a number of priority areas.

Members will note that the Strategy is attached (**Annex 1**) and Professor Jim Conroy, Vice-Principal Internationalisation and I will be happy to introduce its key elements at the Court meeting and respond to any questions that Court may have.

2. The University of Glasgow and the debate on the UK's Future within the European Union

The University has to consider how it will position itself during the forthcoming debate on the future of the UK within the European Union. SMG has had an opportunity to discuss this, and would seek Court's endorsement for this approach.

It is important that the University maintains a position which is politically neutral in the sense that it is not seen as aligning itself with a particular political party. We should ensure that on these important constitutional and societal debates, the University is the crucible for a full and open exchange of views, whilst not being seen as aligning itself institutionally. At the same time, it is critically important that the University defends its vital interests.

The University gains considerably from the UK's membership of the European Union. For instance, we estimate new awards (grants) from the European Union over the three years to 31/7/2015 will be over

£50M. Even with a slight reduction in Horizon 2020 funding, the total pot for Horizon2020 is still expected to be more than €75b, including €23.5b within the Excellent Science pillar.

We currently have 832 employees who are EU citizens. In 2014-15 we have 3,367 students from the European Union studying at the University of Glasgow, and it is widely recognised by our Schools and Institutes that these are an important source of academic talent. Our *Inspiring People – Changing the World* strategy emphasises the role which we have as a University to attract the best talent and to send these graduates to be our ambassadors across the world.

It is difficult to judge precisely the negative impact which a UK exit from the EU would have on the University's activities. However, in addition to the above direct impact, there would also be a negative impact from a UK exit on business, as highlighted recently by the CBI and other employers' organisations.

For these reasons groupings such as Universities UK, Universities Scotland and the Russell Group are likely to campaign strongly in favour of the UK staying within a reformed EU.

In the light of all of this, our proposed approach would be the following:

- (i) The University will encourage all of its staff and students to speak on all sides of the EU referendum debate, as was the case during the Scottish independence referendum debate.
- (ii) We would actively invite speakers on both sides of the debate to the University, as we did during the Scottish independence referendum.
- (iii) Because of the importance of maintaining EU research funding and the free mobility of researchers and students within the current EU/EEA area, the Principal and Senior Management should be able to speak openly *on behalf of the University* to defend our interests in research and teaching.
- (iv) The Principal and academic senior managers would be able to speak in a personal capacity to issues concerning the referendum outwith the University's special interests in research and teaching, when this aligns with their particular academic expertise, in line with our adherence to the principles of academic freedom.

I would recommend that Court endorses this approach.

3. Universities Superannuation Scheme USS.

In February I reported that negotiations between the Employers Pension Forum of Universities UK (UUK) and UCU had led to the agreement on a joint proposal for a revised benefit structure for USS, the reforms being designed to address the deficit in the scheme and to mitigate the risk that contribution rates would become unaffordable for employers and employees. In summary, the proposal was that final salary accruals would cease as at 31 March 2016, with benefits built up before this date being protected. Future defined benefits would be built up in the Career Revalued Benefits section of the scheme, with benefits in this section being based on the first £55,000 of the member's pensionable salary (indexed). Any pensionable salary over this threshold would be pensioned through a new Defined Contribution section of the scheme. The proposal led to appropriate consideration by the USS Trustee Board on the setting of the technical provision assumptions, following intensive discussions between the USS Trustees, the Employers and the Pensions Regulator, particularly given the difficult post-valuation experience in the scheme. The setting of the assumptions by the Trustees on the technical provisions allowed for the employers (blended) contribution rate to be set at 18%.

There was a statutory consultation process with current and prospective USS members, which ran from 16 March to 22 May. The consultation included information about the proposed changes, a video and interactive modeller to estimate the impact of the changes on pension arrangements for individuals, and the opportunity to respond to the proposals.

I will provide Court with any update on this position.

4. Joint Educational Institute – UESTC (China)

As I reported to Court at the last meeting, in March I visited UESTC to advance negotiations with the Ministry of Education with regard to the formation of a Joint Educational Institute (JEI) with the University of Electronic Science and Technology of China (UESTC), expanding our existing programmes with that institution in Chengdu. I reported that progress continued to be very positive. We are continuing to pursue our discussions and I'm pleased to note that a delegation will be visiting the University on the 18 June. At this stage we know that there will formally be an academic panel which will evaluate the JEI proposal (as was the case with our other JEI with Nankai University). No date has been fixed for this, but we anticipate a positive outcome.

5. Widening Access Commission

In April, I was appointed to the Commission on Widening Access, which will be chaired by Dame Ruth Silver. The Committee includes a cross-section of education, business and student representatives, and will develop plans to help more students from disadvantaged backgrounds in Scotland to enter and succeed in higher education. The Commission was announced by the First Minister in November as part of the Scottish Government's Programme for Government, guaranteeing a move towards 20% of university entrants coming from the most disadvantaged 20% of society.

Items B: For Information

6. University Rankings

We have details from two of the UK League Tables for 2016: the Complete University Guide and The Guardian. In the Complete University Guide, we have remained at 30th place. We are now 24th in the Guardian league table, up from 25th last year.

7. Key activities

Below is a summary of some of the main activities I have been involved in since the last meeting of Court, divided into the usual 4 themes: Academic Development and Strategy; Internationalisation activities; Lobbying/Policy Influencing and Promoting the University; Internal activities and Communications and Alumni events. In order to cut the length of this report, I have provided brief headings and can expand on any items of interest to Court.

7.1 Academic Development and Strategy

21 April: Met with representative from Catapult Future Cities Insights to discuss thoughts around the concept of a Smart Campus.

30 April: Chaired interviews for the Head of Geographical and Earth Sciences.

18 May: Met with representatives of University professional services who will be taking part in a benchmarking exercise being run by Cubane through its UniForum programme. The aim is to determine our efficiency and effectiveness through a benchmarking process. The University has signed up to a consortium that includes a number of other Russell Group universities so that we can compare like with like. The data collection necessary to provide evidence will take place over the summer.

26 May: Attended the Beatson Institute Board of Governors Meeting.

2 June: Chaired the UoA Review Panel Meeting for Economics, as part of our commitment to review all the University's UoAs post REF in order to identify any actions required to strengthen our level of performance.

10 June: Took part with the Senior Vice-Principal and VP Internationalisation in a panel session on Internationalisation as part of our in-house Academic Leadership Programme developed for our senior academic leaders.

18 June: Will give a welcome talk (twice) to applicants, on Applicants Visit day.

7.2 International Activities

17 April: Gave the welcome address to the first Glasgow-Nankai Chemistry Symposium.

23 April: Welcomed Professor Tan Thiam Soon, President of SIT to the University. Throughout the day, he met with academic colleagues and attended a dinner in the Lodging in the evening.

6 - 8 May: Attended the Universitas 21 - AGM in Chile

10 - 12 May: Visited Brazil which included meetings at FAPESP, the San Paulo Research Foundation, CNPq (National Council for Science & Technological Development), and the State University of Sao Paulo.

14 May: Met with the VC of the University of Rwanda, Professor James McWha.

15 May: Dropped in on a visit of Khyber Paktunkhwa Parliamentarians to Scotland, who were visiting the University, organized on behalf of the British Council Pakistan.

26 May: Hosted an evening reception in the Lodging for the Glasgow and Edinburgh Consular Corps.

5 June: Met with the Honorary Consul General and High Commissioner of the Republic of Cyprus.

18 June: As noted a delegation from UESTC will be visiting the University and I will be hosting a Lodging lunch as part of their itinerary.

7.3 Lobbying/Policy Influencing and Promoting the University

20 April: Met with Professor Craig Mahoney, Principal of UWS.

21 April: Welcomed and gave the oration for the Rt Hon Alex Salmond who received an honorary degree and delivered a lecture.

22 April: Hosted an SMG strategic dinner discussion in the lodging for Sir Leszek Borysiewicz, Vice-Chancellor of University of Cambridge. Professor Borysiewicz gave a lecture in the University.

24 April: Attended the UUK Board Meeting and in the evening attended a USS/JNC Dinner.

28 April: Met with Dame Ruth Silver to discuss the Commission on Widening Access and on 29 April attended the first meeting of the Commission. 18 May I convened a meeting of the Data Measures and Monitoring Group which is part of the Commission.

29 April: Welcomed and gave the oration for Rt Hon Gordon Brown who received an honorary degree and delivered a lecture.

30 April: Attended the Independent Commission on Urban Economic Growth.

1 May: Attended the SFC Strategic Dialogue Meeting - Edinburgh Napier University.

14 May: Attended the SFC Joint Skills Committee Meeting.

15 May: Attended the SFC Board Workshop.

20 May: Took part as a member of the judging panel in the Flourish Team Awards run by the Glasgow City Council and the Chief Executive.

22 May: Participated in a Council of Economic Advisers Conference Call.
 26 May: Attended the First Minister's Business Breakfast, Tynecastle Stadium, Edinburgh.
 27 May: Attended the Lloyds Banking Group Chairman's Dinner in the Kelvingrove Art Gallery.
 28 May: Participated in the Development and Alumni Office Business Breakfast held in Glasgow for around 35 business alumni to update and engage with them on the Campus development plan.
 1 June: Participated in a conference call with the NCUB Growing Value Scotland Executive Group.
 3 June: Visited USS Liverpool and met with a range of senior officers throughout the day and will take part in a similar USS Induction Day in London on 23 June.
 6 June: Was invited by the Glasgow Herald to give an interview, as part of its Face To Face series it is running on Principals in Scotland.
 9 June: Attended the Glasgow City Marketing Bureau Board Meeting.
 10 June : Attended a Charity Dinner in honour of Saint Margaret hosted by the Ambassador of Hungary and Mrs Gabriella Szabadhegy. The Minister for Science in the Scottish Government and Mr Zoltán Balog, Minister of Human Capacities of Hungary, were the main speakers.
 19 June: I will attend the SFC Board and Remuneration meetings.
 24 June: On the day of Court, I will welcome a visit from the Wolfson Foundation.

7.4. Internal activities and Communications and Alumni events

19 May: Hosted a Development and Alumni Office at the Royal College of Physicians, Edinburgh Drinks Reception.
 5 June: Gave the closing remarks at College of Arts Industry Day.
 9 June: Attended, with the Director of DAO, the Institute of Health & Wellbeing's Project Development Board (College of Social Science), to discuss the Campus development plans and the importance of the fundraising dimension to all the campus development projects and in the afternoon hosted a Bequest Afternoon Tea in the Lodging.
 11-12 June: Travelled to London to attend an Alumni event held in the Stationers Hall, and to undertake several meetings over the two days with key supporters.
 15 June: Will host the Annual Awards Reception in the Lodging. This recognizes academics who have secured significant research grants.
 16 June: The School of Law is to name one of its rooms in honour of Lady Hazel Cosgrove who will attend the unveiling of a plaque and say a few words.
 16-17 June: Dinner and Commemoration day events.
 18 June: Memorial Service for Rt Hon Charles Kennedy.
 Following the sad news of his death, and the subsequent media coverage, I was invited to give several interviews.
 22 June: I will be giving a lecture as part of workshop run by the School of Economics. The theme of the workshop is: Understanding Persistent Deprivation, Inequality and Marginalisation: Theory, Evidence and Policy from a Multi-disciplinary Perspective

8. Senior Management Group business

In addition to standing and regular items the following issues were discussed:

SMG Meeting of 22 April 2015

- Performance & Reward Considerations-Grade 10-Academic Session 2014-15
- Fellowship Funding
- KPIs
- University Strategy
- Administrative Review of Planning and Business Intelligence
- BOLD project bids / Online Learning Courses

- MOOCs
- Rwanda fee waivers
- Benchmarking services
- Volunteering
- Innovation Centre admin-hub HEIs: first meeting with SFC and Principals

SMG Meeting of 21 May 2015

- Admissions Update
- International Payments - Credit Cards
- 2015-16 Budgets
- Capital Plan
- Management for Organisational Change
- Gender Equality Activity
- UKVI Compliance



University of Glasgow Internationalisation Strategy - 2015 - 2020

**Authors: Professor James Conroy
Dr Christian Yeomans**

Date: 15 June 2015

University of Glasgow Internationalisation Strategy - 2015 - 2020

1. Introduction

1.1 The first University of Glasgow Internationalisation Strategy was agreed by Senate and Court in 2009/10, with the aim of highlighting Glasgow's international ambition, and providing a framework for the development of international activity.

1.2 In the five years since the Strategy was introduced we have made substantial progress across the full range of the University's activities, with seven out of the eight key indicators demonstrating transformational progress. During the period of the Strategy, for example, the number of international students studying at Glasgow increased by 65%, the proportion of staff from outside the UK rose by 56%, and international research earnings increased by 79%. Equally as important is the broad base of infrastructure generated as part of the drive towards internationalisation and efforts to maximise staff engagement with this agenda, including the establishment of a suite of internationalisation committees, the appointment of a team of International Deans to oversee activity across the eight regions where the University is engaged internationally, and the instigation of significant initiatives such as the International Partnership Development Fund and the embedding of internationalisation within our HR strategy.

1.3 As a university we continue to focus on internationalisation for a number of overlapping reasons.

1. It is important for the University and the City/Region to be internationally connected – being a good civic university in the 21st century is contingent on offering the local community the best possible insights, research and education.
2. Our students face a competitive, international and internationalised workplace and we need to offer them support and opportunities so as to realise their ambitions.
3. It is evident that world class research and teaching are increasingly being conducted across the globe and that progress on intellectual, social and scientific challenges is better served by bringing together the best scholars. This will be achieved through the attraction, development and retention of our inspiring people, students and staff, who change the world and by working with the best internationally.
4. Transnational institutional partnerships offer the opportunity to enhance our global reach and reputation by sharing equipment and facilities; growing and diversifying our student community; improving our research capability and extending our research capacity.
5. Technological advances open-up new opportunities for joint teaching.

1.4 In the years since our Internationalisation Strategy was conceived and developed much has changed both internally in the University and in the external conditions in which Higher Education operates. With the rapid advances in communications technology and associated software the private, for-profit sector has grown apace, capitalising on the increasingly deregulated spaces of Higher Education. The task for the University, as we continue to offer the most exciting and innovative teaching programmes and carry out significant and rewarding research, is to ensure that we do so in a way that matches the fleetness of foot that is the hallmark of the private sector while retaining our international reputation for academic quality and intellectual integrity.

1.5 Alongside external developments, the University's internal landscape has evolved significantly since the Strategy was introduced in 2009/10. Our success in raising awareness of global challenges and opportunities among staff and students, enhancing the University's global profile and establishing core infrastructure has generated a landscape where there are many hares running at once. The challenge now is to optimise the enhanced platform

generated by internationalisation by focusing assets on priority objectives and sharpening our systems and processes. For example, the International Partnership Development Fund (IPDF) was aimed at raising the profile of partnerships and the introduction of the Staff Mobility Programme in supporting or advancing this strategy. This it has clearly done. Now we need to ask how it can best support the more specific objectives and priority themes of the University.

1.6 The 2015 Internationalisation Strategy aims to build on the platform developed since 2009 by adopting a more targeted approach that makes the most of the international assets and capacity developed over the past five years, in order to enhance a number of priority areas. Clearly Schools and Colleges are at the heart of our endeavours to enhance our global reputation in research, scholarship, and teaching and learning and will be supported in developing new opportunities and ideas particular to their circumstances.

2. Key international indicators

2.1 The following key indicators provide an overview of progress towards the aims and objectives the 2015 Strategy seeks to bring about over the next five years.

International Indicators	Baseline 2009-10	2010-11	2011-12	2012/13	2013/14	2020 TARGET
International Students (non-EU) (%Total Stu. Pop.)	2,495 ¹ (11%)	3,010 (FTE) (13%)	3,257 (FTE) (15%)	3,489 (FTE) (15%)	4,181 (FTE)	5,500 (FTE)
Student Mobility	1,270	1,485	1,683	Not yet available	Not yet available	20% of total student cohort
International work placements	-	-	-	5	5	250
TNE Student Numbers	15	15	110	355	673	1560 ¹
Int. Student Satisfaction	92%	89%	89%	90%	87%	90%
Int. Student Recommendation	86%	82%	85%	85%	85%	85%
Int. Research Earnings	£10.7M	£11.7M	£15.1M	£17.9M	£19.2M	£31.8m
Other International Income (DAO)	£316,650	£210,350	£191,997	£350,070	£483,800	600 international donors Average £750K pa philanthropic income ² £100,000 for travel scholarships ³
International Staff (non-UK) (% of total staff)	819 (13.2%)	824 (13.8%)	930 (15.4%)	1094* (17.1%)	1277 (18.51%)	3% above RG average ⁴
Strategic bi-lateral or tri-lateral partnerships	1	1	2	2	2	5
Int. Summer School	-	-	-	-	44	300

¹ This is the 18/19 target for TNE, which is the final target for recruitment under the current TNE strategy.

² i.e. to have doubled the level of philanthropic income from international sources over the five year period (average £750K per annum)

³ i.e. to have secured £100,000 over the five year period (av.£20K per annum) for travel scholarships

⁴ Dependent on the size of the University's body of staff in 2020. The current RG average is 19.7% (% of total staff)

3. Strategic Priorities

3.1 Following a substantial consultation process during the course of 2014/15, the following twelve areas have been identified as significant priorities for the coming strategic period:

1. Institutional partnerships
2. Transnational Education (TNE) partnerships/provision
3. Scholarships
4. Outward mobility
5. Language provision
6. Engaging & Supporting People and Improving Processes
7. Curriculum
8. Local and international stakeholder engagement
9. International Summer School
10. International Recruitment
11. Research
12. Alumni

Institutional partnerships

Aims:

- To enhance the partnerships platform developed over the past five years by aligning central support for partnership activity more closely with the University's strategic objectives
- To have developed five bi-lateral or tri-lateral institutional partnerships by 2020

3.2 International partnership remains at the heart of our approach to internationalisation. Since 2009/10 the University has moved from a foundation phase of establishing basic systems and processes for partnership development to a phase wherein the foundations are starting to mature. Throughout the University, our inspiring people have developed and continue to sustain a range of high grade and mutually beneficial collaborations; the transnational education portfolio is growing and the International Partnership Development Fund has seen a dramatic and sustained rise in applications and outcomes.

3.3 However as the partnership approach becomes more established there is a real danger that it can become too generalised, tending towards partnership for partnership's sake. In the post 2015 period there will be an effort to ensure that central support for partnership development is tied closely to the University's strategic objectives. This extends also to the University's membership of international networks, which will undergo regular review to ensure our people, are making the most of the opportunities afforded by membership. The commitment to ensure that central support for partnership development is tied closely to the University's strategic objectives will avoid resources being too thinly spread across an increasingly unmanageable and ineffective partnerships portfolio.

3.4 While support for partnership development will become more focused, there will at the same time be an effort to widen the range of stakeholders with whom we typically develop international partnerships. Leading comprehensive universities need to focus on making the most of their expansive connections and connectivity. It is in this connectivity that universities can find new and interesting opportunities that both guard the intellectual capital of and offer new possibilities to staff and researchers. As such we will work towards developing a wider range of partnerships (with Glasgow City Council, for example), while at the same time supporting a more strategic approach to the institutional ones (fewer but deeper) in realising University strategic imperatives, ensuring and recognising that in maximising the engagement of our people in these partnerships is truly value-adding

3.5 In particular there will be a focus on bringing to fruition a number of bi-lateral and tri-lateral institutional alliances. Leading institutions across the world are negotiating structural and systemic alliances to consolidate and share expertise and large scale expensive equipment. Institutions working in close and long-term partnership can create the systems to address the key imperatives of the emerging global higher education landscape: recruiting, developing and retaining inspiring people who can change the world; standing out from the crowd; developing truly global curricula; addressing complex global challenges; and attracting research funding in a global environment.

3.6 Strategic bi-lateral and tri-lateral partnerships between institutions are becoming an increasingly popular way to enhance global opportunities for research and education. Recent examples include Warwick-Monash, Birmingham-Illinois, Nottingham-Lund, Exeter-University of California, Sao Paulo-Princeton, to name but a few. The development of such partnerships with a small number of similar and complementary institutions is at the heart of the University's strategic approach to internationalisation.

3.7 The University should establish a small number of such structural alliances - the choice being based on commensurate standing and ambition, and a commitment to ensure potential partners for such alliances are identified from among the top 200 institutions in the world. There are a number of potential entry points for establishing such institutional partnerships. These include expansion of joint graduate schools as in the case of Nankai; operating specific bi-laterals within extant networks (U21 and IRUN) and building on support schemes such as IPDF and the ECR scheme, with HKU and Columbia.

TNE partnerships/provision

Aim:

- To grow delivery of sustainable, high quality transnational education learning opportunities and learning environments with existing or nascent international partners in differing international, geographic and academic contexts
- To establish a governance system for overseeing TNE partners and keeping existing TNE under review
- To develop and grow our inspiring people capacity and leadership skills to deliver TNE activities

3.8 At the moment we have a number of highly specific transnational programmes taught jointly with partner institutions. As these partners develop their own capacity the partnerships will change and may not endure. Consequently we should be continually reviewing extant agreements, developing new opportunities, utilising our growing expertise and staff capabilities, reducing activity where appropriate, and holding activity under annual or biennial review.

3.9 There is a need to consider the breadth, reach and impact of TNE across the home campus. While at present TNE is often understood as a separate and geographically distant activity, in fact it substantially influences everyday activity across the campus and requires our staff to broaden their knowledge base and skill sets. For example, routine maintenance of the University's mainframe can no longer take place automatically during the night if students in Singapore may require access to Moodle.

3.10 Similarly, as our TNE portfolio evolves it will be important to ensure that TNE becomes integrated across the mainstream activity of the University. The University's alumni base in countries where TNE is offered, for example, will increase rapidly, adding a new dimension to existing efforts to engage with alumni.

Scholarships

Aim:

- To bring about a step change in the number and range of scholarship opportunities available to support the recruitment and conversion of high quality students

3.11 The University has been gradually increasing the number of discounts and awards schemes available for international students. Each scheme offers different opportunities in terms of funding model: University funded, matched funding with government bodies, and University Trust funding. The form of support is either a cash payment to the student or a tuition fee discount.

3.12 There is significant scope to increase the number and quality of opportunities available, and to be more strategic in our approach to discounts and awards. An institutional pricing strategy is currently in development that will recommend premium pricing for postgraduate taught programmes based on market demand and the implementation of a robust discounting policy to ensure that awards are aligned to strategic objectives and the process for allocation is streamlined across the Colleges and University Services. Already a new 'Highly Qualified Applicant' award process has been implemented within the Recruitment and International Office to provide a more user-centric and efficient means of allocating scholarships to the most capable candidates from priority markets.

3.13 If we are to attract the best students and Early Career Researchers both domestically and internationally we need to generate more surplus in order to provide more and better scholarship opportunities, which will also mean annual evaluation of scholarships and discounts going forward and the repurposing of funds as appropriate.

Outward mobility

Aims:

- 20% of the total student body to have undertaken a mobility experience by 2020
- To be able to offer 250 international work placements to students by 2020
- To support effective engagement of staff with the goals of international mobility and promote a culturally diverse community
- 10% of the total staff population to have undertaken an international research, teaching or development experience by 2020

3.14 Outward mobility is essential in developing graduates who are equipped to work and compete on the global labour market. It also enhances the University's international profile, as students on overseas placements can be excellent ambassadors.

3.15 Employers worldwide value graduates with global competences⁵ and international cultural awareness⁶. Furthermore the availability of Key Information Sets (KIS)⁷ has given prospective students greater access to comparable data from institutions, informing their choices. As a result, as part of our marketing offer to internationally mobile students, it is increasingly necessary to highlight the role of study and work placements in the development and acquisition of skills for life and work.

⁵ Global Graduates into Global Leaders, AGR, CIHE, CFE, November 2011

⁶ Changing the Pace, CBI/Pearson Education and Skills Survey 2013, CBI/Pearson, June 2013

⁷ <http://www.hefce.ac.uk/whatwedo/it/publicinfo/kis/>

3.16 Whether it is a year abroad on study or work placement, a short-term study visit, volunteering or a virtual mobility project, we need to offer our students a range of mobility opportunities. But while a sustained effort at Glasgow has led to levels of outward mobility among Glasgow students increasing year-on-year over the past five years, the baseline figure was extremely low to begin with and it remains a substantial challenge to increase the proportion of the student body undertaking a mobility experience during their time at Glasgow.

Internships and international placements

3.17 If we are to significantly enhance the opportunities in this area we should be able to offer many more internships and work placements with both large international employers and SMEs/Cultural and Arts Groups and so forth. This means cultivating and supporting a world-wide network of alumni and friends and, equally, developing clear advice and systems for supporting those who support our students.

20% by 2020

3.18 By looking at innovative solutions, including new ways to have international experiences, and by enhancing existing systems to measure levels of outbound mobility among Glasgow students, the University should aim to match the Bologna Process target that by 2020, 20% of the student body should have had an international experience.

Equally, we should ensure that students are not inadvertently penalised by staff who find it challenging to match the grade/mark allocations to our own systems.

10% by 2020

3.19 Encourage and enable staff mobility with a focus on partnership development or collaboration in terms of research and/or teaching, networking and a global experience through one of the following: measurement or benchmarking against international best practice and subsequent implementation of such practice; promotion of knowledge and understanding with partner universities; facilitation of reciprocal visits/exchanges and ambassadorial responsibilities in the development of sustainable relationships and the provision of personal or career development opportunities through exposure to other cultures and working practices.

Language provision

Aims:

- To open up a range of new language opportunities for our students through supported on-line provision
- Develop a comprehensive institutional strategy to enhance language provision

3.20 As matters currently stand, many students are apprehensive about going on placement or year/term abroad study because of their sense of the inadequacy of their language competence. We should incrementally open up a range of new language opportunities for our students through supported online provision.

Aims:

- To systematically embed internationalisation through the engagement of all our people, enhanced employee and organisational learning, development and support, promotion and recognition and associated measurement systems
- Maximise our employment offering within the UK and overseas through enhancing our attraction, recruitment and retention strategies for our inspiring people
- Establish and embed effective engagement and employment practice conducive with internationalisation for global application across multiple jurisdictions
- Enhance the effectiveness of support and development mechanisms for our international staff and support our people, both working within the UK and overseas, conducive and consistent with international student provision
- Provide effective learning & development opportunities and facilitate continuous professional development, including equality & diversity initiatives, to improve our international performance and career development in the enablement of a globally applicable skill set
- Provide effective leadership and organisational structure to enable the delivery of this strategic agenda through effective co-ordination and connectivity

3.21 While the last five years have seen the successful introduction of a suite of new initiatives and activities to enhance our global reach and profile, there remains a need to embed internationalisation more systematically across the University through enhanced learning, development and support, promotion and recognition and measurement systems.

3.22 Learning, development and effective support: As internationalisation initiatives begin to have ever more concrete effects upon the University's mainstream activity, it will be increasingly important to ensure that appropriate training and support are forthcoming for staff. With regard to teaching practices, for example, as the balance of international students is changing, existing and increasingly effective employee and organisational development processes and support will be maintained and enhanced to reflect this.

3.23 We should work towards having clear SMART targets for International Deans (IDs) and College International Leads (CILs); clear, straightforward and responsive support systems and student services (including consideration of accommodation, cuisine, social provision, banking advice etc.) that are internationally focused. In this regard our support through internal mechanisms such as IPDF should also become more focused with respect to partnership development and its potential outcomes. Internationalisation ambitions and its impact and relativity to individual roles should feature in PDR for all 'our people'.

3.24 Promotion and recognition: It is important that internationalisation is accompanied by appropriate mechanisms for recognising and rewarding staff who engage. Internationalisation involves changes in the way staff work. The weight needs to be there in the process if change of this nature is to be encouraged. This will be reflected in revised academic promotion and zone movement criteria in academic session 2015-16 and the development of career development framework for professional services staff accompanied by an underpinning competency framework, and the introduction of a leadership behavioural framework.

3.25 Measurement: An underpinning factor in the continued enhancement of the University's core mission through internationalisation is a commitment to developing more robust systems for measuring progress in key areas. This extends in particular to the measurement of international experiences (current systems do not cover all types of mobility and suffer from a limited definition of 'international experience'), and the measurement of the student

experience (current systems are good but overlook the variety of feedback between Schools. At the same time new ventures in teaching require new approaches to measurement of the student experience.

3.26 This extends also to partnership development, where there will be a renewed effort to simplify and define the types and levels of partnership supported centrally by the University, and a clear statement of the Key Performance Indicators developed to measure the success of partnerships. Partnership working will include working with student bodies to ensure we are aligned with the student experience.

3.27 Facilitate the development, implementation and subsequent maintenance of an IT infrastructure in support of the delivery of our international strategic ambitions specifically: identify and collate international activity information across campus; improve coverage by engaging inspiring people and, increase our international profile through an 'early ambassador' programme to maximise potential future collaborations. As the move towards blended learning models gathers pace, so the quality of the IT infrastructure to support this must be enhanced accordingly.

Curriculum

3.28 Given that a third of all our students are from countries outside the UK we must recognise and respond to the fact that we support an increasingly international student cohort. This brings significant challenges not only for staff but also for our students themselves. If we are to successfully internationalise our curricula, they must be globally relevant and contain learning experiences that are culturally accessible to all, while giving students the benefits of the distinctive features of a UK research-enriched learning environment. We will support staff to meet this outcome by:

- Providing access to support resources to consider the curricula design and/or review through resources such as the HEA *Internationalising higher education framework*⁸
- Embed a review of the curricula design within existing University of Glasgow quality assurance processes, for example Periodic Subject Review, and PIP

3.29 We should also bring the benefits of our engagement in Transnational Education (TNE) and other forms of collaborations to all of our staff and students. We can learn from our peers and should seek to work with our partners in TNE to enhance the international experience for all students. To support staff sharing these experiences, this should be a key element of the future University of Glasgow Learning and Teaching Conference.

3.30 We should ensure our partners and mobility partners embrace the University of Glasgow curriculum, while fostering greater flexibility in embracing the curricula that our partners offer.

Local and international stakeholder engagement

Aims:

- To work with the city and the West of Scotland region to support social, cultural and economic development through the international profile and reach of the University
- To implement a stakeholder engagement plan that clearly articulates activities to enhance Glasgow's profile internationally with peers, partners and influencers
- To engage our people in internationalisation

⁸ <https://www.heacademy.ac.uk/internationalising-higher-education-framework>

3.31 The University plays an important role as a strategic partner in promoting the development of the City and the West of Scotland and is committed to the Region's economic growth, social development and cultural offering. Social justice, social inclusion, poverty reduction, health and well-being are major issues for Scotland as a whole and form core themes for a number of staff through our Interdisciplinary Research Centres and Networks within the University. We aim to use our staff's research capability and international contacts and partners in these areas to build on our policy formulation activities, working in partnership with a number of public bodies. The University also plays an important role through Research & Knowledge Transfer relationships with local companies.

3.32 Work in partnership with Glasgow City Council and Glasgow City Marketing Bureau to promote the city of Glasgow as a destination to study, work and live has been productive with several joint projects bearing fruit. The University also boasts a number of facilities and services which are supportive of a truly international community – we aim to make these as accessible as possible for our local community. The University has developed collaborative marketing with seeglasgow.com. This approach to working with the City will be broadened and strengthened.

3.33 The University plays an important role in Scotland's cultural life through Scotland's oldest public museum, the Hunterian, our Art Gallery, the Confucius Institute, the Library and Archives, the Mackintosh House and Gilmorehill G12. These cultural assets have extensive international interests and our aim is to develop these cultural offerings for the benefit of our local communities and we are using our staff's expertise in this area to lead national and international thinking in the area of Knowledge Transfer through Cultural Engagement. To build and develop stronger community relations with key international communities within the city and West of Scotland. Glasgow has a growing Black and Minority Ethnic population (over 11% at the 2011 census) and developing links with these communities will only enhance and strengthen the University and City's reputation overseas.

3.34 A stakeholder engagement plan will provide a platform for mapping out key profile-raising activities for the University's core stakeholders and important influencers both at home and overseas. Although communication plans exist for prospective student and alumni audiences, there is a perceived gap in the promotion of the Glasgow brand to peers, partners and other influencer groups. A coordinated plan will provide a timeline of opportunities for above the line media, PR and direct marketing internationally to build Glasgow's recognition and reputation and support the peer review elements of global rankings.

3.35 Specific goals will include:

- to work with Glasgow City Council and Glasgow City Marketing Bureau to position Glasgow as one of Europe's most dynamic and diverse cities and a preferred destination in which to live, work, invest, study and visit
- to focus our work with economic development agencies to promote the City and West of Scotland internationally and to develop more international collaborative projects
- to exploit our international research strengths in areas of direct concern to society to improve the lives and well-being of our surrounding communities
- to build on our strong cultural outreach activities and their broad international coverage to improve the quality of life in the region and to value the benefits of a diverse international community in the city of Glasgow
- to mobilise the international community in the city of Glasgow to assist in recruiting students to the University; in building links with Higher Education Institutes overseas; and in helping build an international campus
- to encourage our staff, students to work and volunteer in our local community

- to enhance Glasgow's international profile with stakeholders to support brand recognition, partnership development, staff and student recruitment and improved league table position

International Summer School

Aims:

- To develop a strategic institutional approach to the ISS, integrating it into targets and the mainstream activity of the University
- To expand the pool of courses available and increase recruitment to openly available ISS courses to 300 students by 2020
- To become self-funding within five years of its launch

3.36 Interest in developing a summer programme for international students at the University of Glasgow has increased substantially over the past three years. This comes at a time when a growing number of universities are maximising the opportunities offered by summer programmes by supporting them across the institution as part of a coordinated approach, usually within the framework of the institution's broader internationalisation strategy.

3.37 International summer schools aim to attract students from other countries for a short period of time to enhance the brand and reputation of the university, raise its global profile and to operate at a financial profit, through utilising under-used resources during the summer period.

3.38 Increasingly, summer schools are becoming a key recruitment tool. They can encourage participants to return for longer periods of study on degree programmes, either for a study abroad semester or more importantly for Masters or PhD studies. As most summer school programmes offer a range of courses, it can be possible to match the courses offered to areas where there is a desire to boost recruitment.

3.39 Patterns of study are changing, with international students increasingly looking for the flexibility of being able to study for shorter periods of time. If the University of Glasgow wishes to maintain its fee revenue from markets such as the United States, then developing shorter programmes such as summer schools is an obvious way forward. It diversifies Glasgow's provision and ensures the University is meeting the needs of our target markets.

3.40 At the same time there is increasing pressure to enhance summer provision so as to sustain existing international partnerships, as more and more exchange partners themselves shift to a more flexible model of student exchange.

3.41 The pilot for the University's first centrally coordinated and credit-bearing programme of summer courses for international students went ahead over the summer of 2014. The ISS included four courses in total, three of which were credit-bearing (worth 10 credits each) and lasted for three weeks, and one of which did not carry credit and was one week long.

3.42 The ISS aims to enhance the University's provision by making possible a more diverse portfolio of available courses. Advantages include: **Profile raising:** the summer programme will raise Glasgow's profile on campuses around the world as its alumni return to their own campuses to 'spread the good news'. **Exchange and partnership:** as models of student mobility become more flexible, an increasing number of our partners and potential partners are building summer provision into their international strategies. This makes having a flexible system for summer provision crucial if Glasgow is to remain an attractive partner, sustain our existing partnerships and exchange agreements, and develop new ones. **Recruitment:** the summer school will function as a taster for students interested in studying at Glasgow, and

will be a prime source for the recruitment of students to full time undergraduate and postgraduate degrees. **Additional income:** it is anticipated that the summer programme will raise revenue for the University and will have financial benefits for Colleges.

3.43 The ISS makes it possible to increase the range and flexibility of higher education delivery, in line with global higher education trends, without compromising quality. The objective to build on the 2014 pilot to continue to develop a successful ISS framework will be an important feature of the strategic internationalisation of the University going forward.

International Recruitment

Aims

- Achieve growth of over 1,000 international students over the next five years, achieving a target of 5,500 (FTE) international students in 2020
- Retain focus on raising the quality of our international students and diversifying our international student community to avoid over reliance on any one market or portfolio

3.44 The University of Glasgow has enjoyed a significant growth in international student numbers over the last five year period, moving from a base of 2,185 in 2009/10 to 4,035 in 2013/14, surpassing the institutional target of 3,550 international students by 2014/15 and ensuring we are on track to meet the aspirational target of 5,000 international students by 2017/18.

3.45 Sustained growth going forward will be adversely affected by a climate of increased competition across the sector and exigent immigration policies in the UK. To meet the ambitious targets set will require a tailored, country-specific approach to recruitment and profile raising activities by region, with enhanced focus on growing international students specifically from the Americas, South and South East Asia and the Middle East and Africa. This will include greater influencer engagement, enhanced above the line advertising and ensuring appropriate resourcing of in-country offices. A clear plan is in place to also extend institutional pathways through Glasgow International College and to develop further collaboration with Kaplan more widely within priority markets.

3.46 Importantly, a focus needs to be retained around raising the quality of our international students and diversifying our international student community to avoid an over reliance on any one market or portfolio. Although postgraduate taught growth has been most pronounced, the international student recruitment strategy seeks to cultivate a higher volume of registrations at undergraduate and postgraduate research level. One way that this will be achieved is by the University joining the Common App admissions system in the US.

3.47 Given the current capacity issues across the University estate, it is also clear that a plan for managing international student growth by route is business critical. Modelling will be undertaken to articulate the growth that can be expected for direct on-campus student recruitment versus the further expansion of TNE operations, the launch of Glasgow Online distance learning provision, as well as the development of study abroad and international summer school opportunities and numbers. Outlooking further to 2020, a KPI of 5,500 international students has been established representing a growth of over 1,000 international students over the next five years.

Research

Aims

- Expand the capability of the EU team to embrace support for select international opportunities
- Increase the range of international sources of funding
- Work with strategic partners to enhance funding opportunities

3.48 In the last three years the University has witnessed substantial success in the growth of EU funding built on the expansion and consolidation of the EU research support team. This has seen EU research funding rise by some 300%, ERC grants rise from 3 to 23 (across all categories) and MSC fellowship from 2 to 6. Internally we have seen strong and growing interest amongst academics in European funding. Whilst our success in ERC/MSc applications has been laudable and our involvement in framework programmes strong we should be more robust in our approach to leading framework programmes.

3.49 Competition for research funds, nationally and internationally, continues to increase and the University must be in a place to support colleagues in both their desire to secure funds and their success in doing so.

3.50 Specific goals for 2015-20 will include:

- Maintaining the flow of ERC success, and looking for, assessing and realising opportunities in framework programmes
- Offering strong support to ambitious Early Career Researchers
- Developing more focused support for other international partnership funding including Newton and overseas research council funding
- Continue to improve our presence in Europe through strategic engagement with other leading universities

Alumni

Aims

- Increase the use of (a) the network of international alumni and (b) philanthropic funding from international sources to support objectives in internationalisation
- Double the number of international donors to 600 by 2020

3.51 The University's alumni body is increasingly international with 25% of contactable alumni resident outside the UK (around 30,000 alumni). They are an important resource for the University as (a) an informed network of volunteers, internship hosts and word of mouth ambassadors and (b) a source of philanthropic support, often directed towards initiatives which can advance the University's internationalisation strategy.

3.52 The last 2-3 years have seen the establishment of new alumni volunteer programmes, increasing the range of options of volunteer options for alumni and an increased focus on international alumni and fundraising with the appointment of a small international fundraising team and new posts supported by the Adam Smith Business School looking after their alumni outside the UK (in China in particular).

3.53 With these new programmes and resources in place, DAO's main focus in this area in the planning period will be on increasing international donor numbers, international philanthropic income and numbers of active international alumni volunteers. It should be noted that whilst DAO can promote programmes, provide leads and sign volunteers up to

programmes, it is generally other parts of the University (e.g. RIO, Careers, academic units) that have the expertise to ensure they are tasked and active.

3.54 Specific goals for 2015-2020 will include:

- Focus resource on markets where (a) there is critical mass of alumni and (b) the greatest number of internationalisation objectives can be achieved
- Increase the profile among international alumni of the university's strengths, of priorities for alumni volunteering and financial support and of the value of staying involved
 - 150 international events (30 per annum); one third in designated priority markets
 - 600 (120 per annum) individual meetings with international alumni and donors
- Increase the number of international alumni recruited to specific engagement programmes (e.g. as international student recruitment ambassadors, international career mentors and profiled role models, as internship and project hosts; as donors at all levels)
 - by 2020 double number of international donors to 600
- Increase the level of philanthropic income (a) from international sources and (b) for travel scholarships (NB latter may require revision as the campaign objectives have not yet been finalised and may conflict if DAO is required to focus on campus redevelopment)
 - double level of philanthropic income from international sources (to have averaged £750K per annum)
 - have secured £100,000 (averaged £20K per annum) for travel scholarships



Court – Wednesday 24 June 2015

Report from the Meeting of the Finance Committee held on 27 May 2015

Brief description of the paper

This report sets out those items considered at the last meeting of Finance Committee which require Court approval or which it was considered should be brought to Court's attention.

Action Requested

A Items – for action

CA/2014/69. Budget 2015-16 and Four Year Forecast

Finance Committee received the proposed budget for 2015-16 and financial forecasts to 2018-19. The Senior Vice Principal tabled an updated paper, which reflected some adjustments discussed and agreed by the Senior Management Group. The main change is an assumption that the 2015-16 salary settlement will be 1.0%. With this adjustment, the 2015-16 budget outlined a management accounting surplus of £11.5m equating to a statutory accounting surplus of £13.4m.

The budgetary forecast predicted management accounting surpluses of £14.3m, £16.9m and £15.6m in 2016-17, 2017-18 and 2018-19 respectively. This equates to statutory accounting surpluses of £16.2m, £18.8m and £17.5m in the same three-year period.

In order to achieve the projected surpluses, tuition fee income from overseas students was expected to increase incrementally to £107.2m per annum (2018-19) from £81.9m in 2015-16. The risks and challenges around this forecast were noted. Despite the risks, the projections were thought to be robust and achievable.

Finance Committee agreed to recommend the budget to Court.

CA/2014/70. Capital Plan

The Director of Estates presented the Capital Plan to Finance Committee. The Committee noted the focus on larger projects approved by Court as part of the campus redevelopment, combined with projects already committed and a limited number of new strategically aligned smaller projects. Finance Committee noted the rationale applied in the prioritisation of smaller projects, based on essential backlog maintenance; efficiency of the use of space; and the resilience of the estate, with a view to facilitating future large projects.

The Capital Plan forecasts £771.2m of capital and revenue spending on estates development projects through to 2024-25 which includes £172.7m on maintenance and minor works. The Committee welcomed the presentation of the plan, finding it helpful in conveying the key aspects.

Finance Committee agreed to recommend the Capital Plan to Court.

B Items – for noting

CA/2014/73. Fixed Assets accounting policy

The Committee received a paper seeking approval for an amendment to the accounting policy for fixed assets, which would apply to the University and its subsidiaries. The amendment involves specifying additional categories of assets – not contained in the existing policy – in order to reflect planned major spend in various areas.

Finance Committee **approved** the amendment to the fixed assets accounting policy.

CA/2014/74. Capex Application: Research Hub & Data Centre

Finance Committee received a paper seeking £1.704m of funding for fees for the preparation of briefs and design team fees to develop proposals for the Research Hub and Data Centre.

This stage of the project (and of the following two projects) would allow design proposals to be developed to RIBA Stage 3, which was equivalent to a well-designed project developed to a sufficient level of detail and certainty to support preparation of a full business case and detailed planning application.

Finance Committee approved the application.

CA/2014/75. Capex Application: Institute of Health & Wellbeing/Social Sciences Hub

The Committee received a request for £1.286m for fees to undertake surveys and design work to inform the preparation of a full business case around proposals to co-locate the Institute of Health and Wellbeing and the College of Social Sciences in a single location.

Finance Committee noted that this request for funding had been approved previously and this paper was a resubmission to reflect the new format which was being adopted for Capex applications relating to the campus redevelopment.

The Committee noted the application.

CA/2014/76. Capex Application: College of Arts co-location

Finance Committee received an application for £1.2m for the preparation of briefs and design team fees to develop proposals to co-locate the College of Arts in a new building.

The Committee noted the many benefits to staff and students which would flow from bringing together the College, which is currently dispersed across 34 sites on campus.

Finance Committee approved the application.

CA/2014/77. Capex Application: Estate Strategy Masterplan & Infrastructure Design

The Committee received a capital expenditure application for £2.616m for fees relating to the development of the Estate Strategy Masterplan, infrastructure design services and submission of a Planning Permission in Principle (PPP) application.

This project is the next step in the campus development, and will provide a flexible framework and help to ensure optimum utilisation of land so that development occurs in a coherent manner.

Finance Committee approved the application.

CA/2014/78. Capex Application: Gilbert Scott Building Bell Tower (paper 5.6.5)

Finance Committee received a request for £930k of funding to carry out repair works to the tower and spire of the Gilbert Scott Building. The Committee noted that this was an addition to previously approved application for £820k, following which detailed inspections had revealed that the work required was far greater than anticipated.

The Director of Estates confirmed that the work was essential and would undertake to complete all works required while the scaffolding was in place.

Finance Committee approved the application.

CA/2014/79. Capex Application: Library Improvement Works Level 2

Finance Committee received a capital expenditure application for £2.905m (including £305k of fees which had already been approved) representing the next phase of improvement works in the Library, following on from the Level 3 improvement works completed in September 2014. The Level 2 project will increase the number of study spaces available and will deliver a better front of house experience for students, staff and visitors. It will centralise the various Library support services.

Finance Committee noted that the Library represents an important part of the estate and a key service for students. **The Committee approved the application.**

(Details of the above Capex applications also appear in the Estates Committee report, for Court's endorsement)

CA/2014/82. Overview of Performance at 30 April 2015

The Period 9 results are £10.9m ahead of budget at £27m. The full year outlook at period 9 is £14.1m, £8.4m higher than budget.

The projected full year outlook variances against budget include a £6.1m underspend on salaries and £1.3m higher than budget spend on consumables. The full year outlook projects tuition fee income to be £0.3m lower than budget and research

income to be £1.0m higher than budget, with an increase of £2m in other general income.

There was £159.5m in net funds as at end of Period 9. Cash outflow was £0.1m for the year to date. The closing cash forecast for 2014/15 was £133.7m.

CA/2014/83. Debtors Report at 30 April 2015

The Group Financial Controller provided an overview of debtors as at 30 April 2015. Overall debt levels had increased year on year to £37.63m at April 2015 (£30.37m at April 2014).

Finance Committee noted that the overall increase was largely due to higher levels of outstanding commercial debt, which stood at £27.59m, an increase from £19.73m at April 2014.

Student and sponsor debt levels were slightly higher overall in April 2015 in comparison to April 2014, with £6.38m outstanding against students and £1.35m against sponsors. It was noted that sponsor debt was slightly lower than at April 2014. Within the sponsor debt, the top ten balances represent 67% of total sponsor balances outstanding.

The Committee noted a particular issue with Libyan sponsored students – the Libyan government representing the highest sponsor balance. There was an ongoing difficulty with moving funds out of the country, however the Libyan government had issued a promise to pay as soon as these difficulties could be overcome.

Prepared by: Fiona Quinn

Last modified on: Tuesday 16 June 2015

DRAFT

University of Glasgow
Finance Committee
Minute of Meeting held on Wednesday 27 May 2015
in Melville Room, Gilbert Scott Building

Present:

Mr Graeme Bissett, Mr Ken Brown (Convener), Mr Robert Fraser, Dr Carl Goodyear, Ms Margaret Morton, Prof Anton Muscatelli, Ms Breffni O'Connor, Mr David Ross, Dr Duncan Ross, Mr Iain Stewart

In attendance:

Mrs Ann Allen, Mr Nick Holland, Prof Neal Juster, Mr Liam King, Mr David Newall, Ms Fiona Quinn

Apologies:

Mr Paul Brady

CA/2014/65. Farewell and Welcome

The Convener thanked Ms Breffni O'Connor for her contribution to the Committee. Ms O'Connor was stepping down from her tenure as SRC President. The Committee welcomed Mr Liam King, SRC President elect, who would be formally invited to attend Finance Committee from September onwards.

CA/2014/66. Minutes of the meeting held on Wednesday 25 March 2015

The minutes of Finance Committee held on 25 March 2015 were approved with one change.

Item **CA/2014/59. Minutes of Investment Advisory Committee held on 11 March 2015** would now read:

“The Convener of Court provided a summary of discussions on Smart Beta, noting that careful consideration was being given to introducing a balance between passive and active investment management. The Investment Advisory Committee had agreed to commission research into the desirability of investing a portion of the funds in a more passive form of investment management, while retaining ethical restrictions on the investments.

“Finance Committee noted the minutes.”

CA/2014/67. Matters Arising

CA/2014/41. University of Glasgow / UESTC Joint Educational Institute

The Committee sought an update on the progress of the proposed Joint Educational Institute with UESTC. The Principal advised that an update would be emailed to the Committee shortly.

CA/2014/57. Finance KPIs

Finance Committee received a report setting context and identifying trends in the benchmark data shared at the previous meeting of the Committee.

The Committee welcomed the paper as helpful in trying to interpret financial data from across the HE sector. It was noted that the analysis showed the margins returned by the University of Glasgow were at the lower end when compared with the selected group and considered on a compound annual growth basis. The University of Leeds was cited as an interesting example of an institution which had grown its income by increasing student numbers while keeping its cost base steady.

The Committee requested the narrative be expanded for next year to include, where feasible, a summary of strategies/business models which were being pursued around the sector.

CA/2014/68. Conflicts of Interest

No conflicts of interest were noted.

CA/2014/69. Budget 2015-16 and Four Year Forecast (paper 5.1)

Finance Committee received the proposed budget for 2015-16 and financial forecasts to 2018-19. The Senior Vice Principal tabled an updated paper, which reflected some adjustments discussed and agreed by the Senior Management Group. The main change is an assumption that the 2015-16 salary settlement will be 1.0% (this is the current offer). With this adjustment, the 2015-16 budget outlined a management accounting surplus of £11.5m equating to a statutory accounting surplus of £13.4m.

The budgetary forecast predicted management accounting surpluses of £14.3m, £16.9m and £15.6m in 2016-17, 2017-18 and 2018-19 respectively. This equates to statutory accounting surpluses of £16.2m, £18.8m and £17.5m in the same three-year period.

In order to achieve the projected surpluses, tuition fee income from overseas students was expected to increase incrementally to £107.2m per annum (2018-19) from £81.9m in 2015-16. The risks and challenges around this forecast were noted, particularly with regard to MVLS PGT projections and external issues such as the perception of the UKVI policy from international students. Despite these risks, the projections were thought to be robust, and the work carried out by RIO indicated that they were achievable. The Committee noted that MVLS had taken action over the past two years to improve their performance in recruiting international students and to mitigate associated risks.

Finance Committee agreed to recommend the budget to Court.

CA/2014/70. Capital Plan (paper 5.2)

The Director of Estates presented the Capital Plan to Finance Committee. The Committee noted the focus on larger projects approved by Court as part of the campus redevelopment, combined with projects already committed and a limited number of new strategically aligned smaller projects. Finance Committee noted the rationale applied in the prioritisation of smaller projects,

based on essential backlog maintenance; efficiency of the use of space; and the resilience of the estate, with a view to facilitating future large projects.

The Capital Plan forecasts £771.2m of capital and revenue spending on estates development projects through to 2024-25 which includes £172.7m on maintenance and minor works. The Committee welcomed the presentation of the plan, finding it helpful in conveying the key aspects.

Finance Committee agreed to recommend the Capital Plan to Court.

CA/2014/73. Fixed Assets accounting policy (paper 5.5)

The Committee received a paper seeking approval for an amendment to the accounting policy for fixed assets, which would apply to the University and its subsidiaries. The amendment involves specifying additional categories of assets – not contained in the existing policy – in order to reflect planned spend on the district heating network, including the combined heat and power unit and associated infrastructure, and significant spend on new high voltage cabling.

Finance Committee approved the amendment to the fixed assets accounting policy.

CA/2014/74. Capex Application: Research Hub & Data Centre (paper 5.6.1)

Finance Committee received a paper seeking £1.704m of funding for fees for the preparation of briefs and design team fees to develop proposals for the Research Hub and Data Centre.

This stage of the project (and of the following two projects) would allow design proposals to be developed to RIBA Stage 3, which was equivalent to a well-designed project developed to a sufficient level of detail and certainty to support preparation of a full business case and detailed planning application.

There was a period of discussion recognising that governance arrangements had been designed to be sufficiently robust for such a complex project. It was noted that a 2-phase design process was to be applied in recognition of the fact that the Research Hub would be a particularly challenging project to brief.

Finance Committee approved the application.

CA/2014/75. Capex Application: Institute of Health & Wellbeing/Social Sciences Hub (paper 5.6.2)

The Committee received a request for £1.286m for fees to undertake surveys and design work to inform the preparation of a full business case around proposals to co-locate the Institute of Health and Wellbeing and the College of Social Sciences in a single location.

Finance Committee noted that this request for funding had been approved previously and this paper was a resubmission to reflect the new format which was being adopted for Capex applications relating to the campus redevelopment.

The Committee noted the application.

CA/2014/76. Capex Application: College of Arts co-location (paper 5.6.3)

Finance Committee received an application for £1.2m for the preparation of briefs and design team fees to develop proposals to co-locate the College of Arts in a new building.

The Committee noted the many benefits to staff and students which would flow from bringing together the College, which is currently dispersed across 34 sites on the campus.

Finance Committee approved the application.

CA/2014/77. Capex Application: Estate Strategy Masterplan & Infrastructure Design (paper 5.6.4)

The Committee received a capital expenditure application for £2.616m for fees relating to the development of the Estate Strategy Masterplan, infrastructure design services and submission of a Planning Permission in Principle (PPP) application.

This project is the next step in the campus development, and will provide a flexible framework and help to ensure optimum utilisation of land so that development occurs in a coherent manner.

Finance Committee approved the application.

CA/2014/78. Capex Application: Gilbert Scott Building Bell Tower (paper 5.6.5)

Finance Committee received a request for £930k of funding to carry out repair works to the tower and spire of the Gilbert Scott Building. The Committee noted that this was an addition to previously approved application for £820k, following which detailed inspections had revealed that the work required was far greater than anticipated.

Areas requiring attention include: repairs to stonework, metal finials, metal spiral staircase, the bell and cradle, fire detection systems and improvement of Health and Safety arrangements for maintenance access.

The Director of Estates confirmed that the work was essential and would undertake to complete all works required while the scaffolding was in place.

Finance Committee approved the application.

CA/2014/79. Capex Application: Library Improvement Works Level 2 (paper 5.6.6)

Finance Committee received a capital expenditure application for £2.905m (including £305k of fees which had already been approved) representing the next phase of improvement works in the Library, following on from the Level 3 improvement works completed in September 2014. The Level 2 project will increase the number of study spaces available and will deliver a better front of house experience for students, staff and visitors, allowing a more even flow of entrants and removing the current bottleneck at the Main Entrance. It will centralise the various Library

support services in order to make best use of the valuable resources available and enhance the student experience.

The Committee noted that the project would also be used to test various configurations, furniture styles and ways of working, ensuring that lessons learnt can be incorporated to allow the Learning & Teaching Hub to be better briefed and to align fully with the developing University Learning & Teaching strategy.

Finance Committee noted that the Library represents an important part of the estate and a key service for students. The Committee approved the application.

CA/2014/80. Endowments Investment Reports (paper 6.1)

Finance Committee noted the endowment investment reports.

CA/2014/81. Draft Minutes of Student Finance Sub-Committee 24 March 2015 (paper 6.2)

Finance Committee received the minutes of Student Finance Sub-committee for information.

It was noted that the SRC reported an operating surplus of £50k (an improvement from a prior year surplus of £5k), the QMU returned a deficit of £50k (a decrease of £79k on last year's £29k surplus), the GUU reported a £6k surplus in comparison with a prior year surplus of £183k, and GUSA reported a deficit of £5k, a downturn on last year's £9k surplus.

Student Finance Sub-committee agreed to fund the following for 2015-16:

SRC - £558,054

QMU - £234,090

GUU - £234,090

GUSA - £229,500

In noting the minutes, Finance Committee acknowledged that funding for student bodies was likely to remain fairly flat in the coming years.

CA/2014/82. Overview of Performance at 30 April 2015 (paper 7.1)

Finance Committee received an overview of performance in Period 9. Finance Committee noted that the Period 9 results were £10.9m ahead of budget at £27m. The full year outlook at period 9 was £14.1m, £8.4m higher than budget.

The projected full year outlook variances against budget include a £6.1m underspend on salaries and £1.3m higher than budget spend on consumables. The full year outlook projects tuition fee income to be £0.3m lower than budget and research income to be £1.0m higher than budget, with an increase of £2m in other general income.

There was £159.5m in net funds as at end of Period 9. Cash outflow was £0.1m for the year to date. The closing cash forecast for 2014/15 was £133.7m.

The Committee received a summary of cash balances and received a paper setting out a summary of Capex applications which had been approved and were ongoing. Finance Committee welcomed this information.

CA/2014/83. Debtors Report at 30 April 2015 (paper 7.2)

The Group Financial Controller provided an overview of debtors as at 30 April 2015. Overall debt levels had increased year on year to £37.63m at April 2015 (£30.37m at April 2014).

Finance Committee noted that the overall increase was largely due to higher levels of outstanding commercial debt, which stood at £27.59m, an increase from £19.73m at April 2014.

Student and sponsor debt levels were slightly higher overall in April 2015 in comparison to April 2014, with £6.38m outstanding against students and £1.35m against sponsors. It was noted that sponsor debt was slightly lower than at April 2014. Within the sponsor debt, the top ten balances represent 67% of total sponsor balances outstanding.

The Committee noted a particular issue with Libyan sponsored students – the Libyan government representing the highest sponsor balance. There was an ongoing difficulty with moving funds out of the country, however the Libyan government had issued a promise to pay as soon as these difficulties could be overcome.

In response to a question the Group Financial Controller agreed to check if there was a specific deadline for student debts to be cleared in order to permit the student to graduate.

CA/2014/84. Dates of meetings 2015/16

11 September 2015, 10am – Melville Room

18 November 2015, 2pm – Melville Room

20 January 2016, 2pm – Melville Room

22 March 2016, 2pm – Melville Room

25 May 2016, 2pm – Melville Room



Court - Wednesday 24 June 2015

Report from the Estates Committee

The Minutes of the meeting of the Estates Committee held on 15 May 2015 are attached.

Action Requested of Court

Court is asked to:

Note the progress made in respect of the Estate Strategy (EC/2014/39.1 refers);

Note the updated ten-year Capital Plan 2015 – 2025 [The capital plan paper is included in **Paper 4** for the Court meeting]. (EC/2014/40 refers);

Note and endorse Estates Committee's approval of CapEx applications in respect of:

- Research Hub (Fees) in the sum of £1,704,000 (EC/2014/41.2.1 refers);
- Institute of Health and Wellbeing/College of Social Sciences (Fees) in the sum of £1,286,400 (EC/2014/41.2.2 refers);
- College of Arts Hub (Fees) in the sum of £1,200,600 (EC/2014/41.2.3 refers);
- Estate Strategy Masterplanning (Fees) in the sum of £2,616,000 (EC/2014/41.2.4 refers);
- Bell Tower and Spire Repairs in the sum of £930k (EC/2014/41.2.5 refers);
and
- Library Level 2 in the sum of £2,905,000 (EC/2014/42.2.6 refers); and

Note the remainder of the minute.

UNIVERSITY of GLASGOW
Estates Committee
Minute of the meeting held in Room 605, Tay House on
Friday 15 May 2015

Present: Mrs A Allen, Mr R Fraser, Professor N Juster, Professor K Lury, Mr D Milloy, Ms M Morton (Convener), Mr D Newall, Mr A Seabourne, Professor P Younger

In Attendance: Mrs N Cameron, Mrs L Duncan, Mr P Haggarty, Mr R Kilpatrick, Mr R Smith

Apologies: Professor A Muscatelli (Principal)

EC/2014/35 Minute of the meeting held on 13 March 2015

The minute was approved as an accurate record.

EC/2014/36 Matters Arising

There were no matters arising.

EC/2014/37 Declarations of Interest

There were no declarations.

EC/2014/38 University Services Relocation to Tay House

The Committee noted the joint presentation by Martin Munro, Project Manager, Janette McBride, Project Support Officer and Helen Chung, Move Lead (Finance).

It noted the primary University driver for the project had been to release space within the Gilmorehill Campus to enable growth in learning, teaching and research although there had also been early recognition that in addition to the creation of high-quality office space, there were opportunities for greater service collaboration, analysis of working practices and development of more efficient processes.

The Committee noted the success of the project had been largely a consequence of the approach to management of the project with appointment of a Project Support Officer and a team of service-based Move-Leads who were able to encourage closer collaboration between those being relocated and the Project Team and were able to explore and relate to the concerns of staff, often as they would be similarly affected. Regular multi-directional communication was consistently managed with the preparation of fortnightly updates provided to staff from colleague representatives with sufficient project knowledge to enable the management of rumours.

It was noted that the Stage Gate process had been used for the project and had included a lessons learned review, Leesman post-completion study to measure effectiveness of end-product against original benchmark, Contractor KPIs. It noted the outcome of Stage Gate 3 would be used to inform and improve future projects.

EC/2014/39 Strategies and Performance

EC/2014/39.1 Estate Strategy Update

The Committee noted the Director of Estates update on the Estate Strategy programme and its key work streams:

Governance and Programme Boards - Court had agreed the new major project governance structure and a number of Development Boards had been convened. Training for all Board members was being developed by Staff Development Service, to be delivered in June 2015.

Programme Reporting - As the Governing Board for delivery of the Estate Strategy programme, Estates Committee noted that it would receive progress reports to include a dashboard; RAG status report; KPIs; Programme and Risk Register. A draft would be developed for the Committee's consideration at its next scheduled meeting.

KPIs and Performance Measures - Work was progressing to develop a set of KPIs for the measurement of performance of the Estate in four key areas: Efficiency of the Estate; Effectiveness of the Estate; Delivery of Services; and Carbon Management. A detailed proposal would be developed for the Committee's consideration at its next scheduled meeting.

Programme Plan and Risk Register - Key milestone dates were noted. A draft risk register was being prepared and would form part of the regular report from August 2015.

Appointment of Consultants - Following a full OJEU procurement process HLM Architecture had been appointed as the Design Team Lead for the Learning and Teaching Hub, supported by WSP Engineering and GL Hearn. Appointment of cost managers would be made independently of the design team once clarity was available on the procurement route.

Approval of Fees - The process for appointment of the Learning and Teaching Design Team had highlighted a need to refine the CapEx process for approval of fees. Historically, a single CapEx for the full cost of a project would have been presented for approval with no separation of design fees from capital expenditure. In future staged CapEx submissions would be made, initially for fees and thereafter for construction works, supported by that stage by a fully developed business case.

Procurement of Contractors - The Committee noted the recent review of procurement options, the shortlist prepared and the recommended preferred option. The Committee supported the recommended preferred option and noted that it would be independently reviewed before proceeding to tender during the second half of 2015.

EC/2014/39.2 Draft Procurement Strategy

The Committee noted the progress report on the proposed Construction Procurement and Delivery Strategy. It agreed that selection of an appropriate procurement and delivery model was a key decision for the University although it noted that there was no single or correct procurement strategy, each having its own strengths and weaknesses. It agreed that the most appropriate option would be one which provided the best balance relative to the University's priorities.

An initial list of potential options had been identified: Prime Contractor; Traditional (Lump Sum) Contracting; Hybrid Management/2-Stage Contractor; Delivery Partner/Construction Management; and Alliance Contracting.

A workshop had reviewed options relative to a range of criteria: Value for Money; Collaboration; Programme; Delivery; Risk Allocation; Client Control; Contractor Relationship/Performance Risk; Quality of Management Teams; Client Focussed Approach; Procurement; Contractor Early Involvement; and Flexibility. Consequently three modified options had been short-listed for further consideration: Prime Contractor; Hybrid Management/2-Stage Contractor; and Delivery Partner.

Following further review and analysis, and taking cognisance of the findings from market engagement workshops, a preferred option was emerging largely based on the Prime Contractor model.

The Committee was advised that in the interest of fostering long-term collaborative relationships, Form of Contract was a key consideration and that for the Campus Development the NEC3 suite of contracts would be considered.

Following finalisation of the Strategy, a CapEx submission would be made for project management and cost consultancy services to manage and support the design development through to Full Business Case.

The Committee noted that this was one of the most significant decisions it was required to make in respect of the successful delivery of the Estate Strategy. Having considered all of the options presented and the information and advice currently available it agreed to support the recommended preferred option, subject to the outcome of an independent review of the process adopted and the review's final recommendation, which would be shared with the Convenor and the Secretary of Court. Should the

independent reviewer not support the current recommendation, then, in view of the need to avoid delay, the Convenor, the Director of Estates & Buildings and the Secretary of Court would have authority to take action on the Committee's behalf in advance of its next meeting.

The Committee also approved the recommendation to adopt the NEC3 suite of contracts as the preferred contract option for the Estate Strategy.

EC/2014/39.3 Appointment of Master Planners

The Committee noted the progress report in respect of the appointment of master planners.

There had been a recent procurement exercise, undertaken jointly between Estates and Buildings and the University's Procurement Team to appoint a multi-disciplinary master plan Design Team. The opportunity had been advertised on Public Contracts Scotland and OJEU on 25 November 2014. Responses were appraised and seven bidders, attaining in excess of 90% of the available marks, were invited to tender.

Post-tender interviews were held on 22 and 23 April 2015 with four teams meeting the agreed criteria. Some residual clarification was required from two of the bidders and further meetings had taken place to confirm outstanding matters.

The Committee agreed that the Convenor and the Secretary of Court would be de-briefed on the process adopted and its outcome. Subject to this, the Committee approved the appointment of one of the three top bidding teams and approved that the Convenor and the Secretary of Court had joint delegated authority to approve the evaluation panel's final recommendation, subject also to approval of the CapEx submission by Finance Committee on 29 May 2015.

EC/2014/39.4 Key Programme Dates

The Committee noted the schedule of key dates and that this would be presented in a revised Gantt chart format to the next scheduled meeting.

EC/2014/40 Ten Year Capital Plan (2015 to 2025)

The Committee noted the update on the draft Capital Plan and that it would be presented to Court in June 2015. It noted the spend profile in the total overall sum of £771.2m, £168.5m of which was already provided for within the University's budget, subject to assumptions: the University returns surpluses in line with budget forecasts; £6.6m per year of capital funding for the period of the plan; a VAT rate of 20% and a minimum of £15.7m being spent annually on maintenance and minor works, subject to annual review reflecting incremental changes in the portfolio.

It was noted that the Plan would be submitted to Finance Committee and Court as part of the University annual budget approval process and would be formally considered at SMG in May 2015.

EC/2014/41 Projects

EC/2014/41.1 Approved Projects Status (RAG) report

The Committee noted the report in its revised format and the current status of projects. It was agreed that the format would be further refined to include further information in relation to actual outturn (cost and programme) and narrative relative to those exception items identified.

EC/2014/41.2 Project Approvals

EC/2014/41.2.1 Research Hub (Fees)

The space would house incubators for spinout companies and industry engagement space, creating an environment in which industry and research users would be encouraged to establish long term partnerships with academic teams. Public accessibility would be a strong feature, promoting the

University's commitment to engage, explain and show-case research; to involve the public in the design and development of key research questions; to engage with its large-scale research networks; and deliver its commitment to responsible innovation.

The Hub would be significant in scale and positioned prominently on the Western Infirmary site.

The Committee approved the application for fees in the sum of £1,704,000 for preparation of the strategic and design briefs and design team fees to develop the design proposals to RIBA Stage 3.

EC/2014/41.2.2 Institute of Health and Wellbeing/College of Social Sciences (Fees)

The project provided an opportunity to bring together areas of research and teaching previously undertaken in multiple locations and would meet the University's legal obligation to bring the MRC Institute for Social and Public Health Sciences Unit (SPHSU) back to Gilmorehill.

The Committee approved the application in the sum of £1,286,400 for preparation of the strategic and design briefs and design team fees to develop the design proposals to RIBA Stage 3.

EC/2014/41.2.3 College of Arts Hub (Fees)

The College is currently dispersed across 34 University sites with the majority of Schools split across multiple sites with School administrative offices often remote from academic staff and a clear lack of opportunity for interaction between staff from different disciplines. The co-location of the College would generate administrative efficiencies while optimising the potential for increasing revenue from new initiatives in learning and teaching, research, public engagement and knowledge exchange.

The Committee approved the application in the sum of £1,200,600 for preparation of the strategic and design briefs and design team fees to develop the design proposals to RIBA Stage 3.

EC/2014/41.2.4 Estate Strategy Masterplanning (Fees)

Following Glasgow City Council's approval of the Campus Development Framework, and Court's approval in principal of the 10-year Estate Strategy, the next stage of the development is preparation of a more detailed Masterplan leading to obtaining Planning Permission in Principal for the proposed Estate development.

The Committee approved the application in the sum of £2,616,000 for the development of the Masterplan, Infrastructure Design Services and submission of a Planning Permission in Principle (PPP) Application.

EC/2014/41.2.5 Bell Tower and Spire Repairs

In August 2013 Finance Committee approved £820k for repair works. During the works, and with scaffolding in place, further examinations were undertaken revealing a need for more extensive repairs than initially anticipated. The Committee approved the application in the sum of £930k.

EC/2014/41.2.6 Library Level 2

The next phase of improvement works would further increase the number of spaces available and an improved front-of-house experience for students, staff and visitors and would centralise various support and improve engagement. The Committee approved the application in the sum of £2,905,000.

EC/2014/42 Estates Operating Matters

EC/2014/42.1 Critical Path

The Committee noted the updated Critical Path.

EC/2014/43 Any Other Business

EC/2014/43.1 Campus Names Group (5 May 2015)

The Committee noted the minute of the meeting and approved its recommendations: that properties on Professors Square should be badged in honour of notable figures from the University's history, as set out

in Section 2; that when there was clarity on the intended future use of University Gardens, Estates Committee should consider the opportunity of naming properties in University Gardens in honour of other notable University figures, also as set out in Section 2; that the Project Governance Boards for the GLaSS Building and the Learning and Teaching Hub should be invited to consider naming these buildings after, respectively, Marion Stewart and James McCune Smith; and that the former Estates and Buildings building should be named the Isabella Elder Building.

EC/2014/44 Schedule of Meetings for 2015/16

Friday 28 August 2015
Friday 6 November 2015
Friday 8 January 2016
Friday 11 March 2016
Friday 13 May 2016



Court - Wednesday 24 June 2015

Report from the Audit Committee

The Minutes of the meeting of the Audit Committee held on Monday 18 May 2015 are attached for information. **There are no specific matters requiring Court's approval or decision.**

Ahead of the meeting the Committee members received a private briefing on the outcome of the RAE, from Vice Principal Professor Miles Padgett. The Committee also undertook a self-assessment review with input from the senior executive attenders.

The Committee was updated on Court's discussion of the Campus Estate Strategy, including the governance structure for the associated major capital projects. The Audit Committee has expressed some continuing concerns about mechanisms for overarching governance in this area, and the Internal Audit plan for the coming year will cover a review of the governance arrangements for the Campus Estate Strategy.

The Committee received reports on recent internal audits of:

- Professorial Zoning, where in the context of high-risk findings connected to instances of University policy not being applied, recommendations have been made about better regulating the award of market supplement payments;
- Governance over Subsidiaries, where the audit was generally positive, but it has been recommended that the University implement a more formalised governance framework to facilitate effective oversight and scrutiny, and that (proportionate) risk management arrangements be put in place for each subsidiary entity;
- Health and Safety, where one high risk was identified relating to there being no list detailing individuals working/studying offsite in the UK or overseas - to this end, a document on Management of International Travel has now been prepared;
- International Activity (UESTC (China)), where one medium level control design finding was made about monitoring of programme aims and objectives; and
- Transparent Approach to Costing (TRAC), where a medium level recommendation was made for improvement in areas including audit trails to support all key assumptions and judgements made in the preparation of the TRAC return.

Subject to some adjustment after the meeting, the Committee has approved the 2015/16 Internal Audit Plan, which is driven by the University's organisational objectives and priorities, and the risks that might prevent it from meeting those objectives.

The Committee approved the External Auditors' approach to preparing the financial statements for the year to 31 July 2015.

UNIVERSITY OF GLASGOW

Audit Committee

Minute of Meeting held on Monday 18 May 2015 in Room 656A Main Building

Present:

Dr Paul Brady (Chair) (PB), Ms Heather Cousins (HC), Mr Jo Elliot (JE), Mr Neil Menzies (NM), Ms Lesley Sutherland (LS), Mr David Watt (DJW)

In attendance:

Mr Ken Baldwin (Ernst & Young) (KB), Mr Robert Fraser (Director of Finance) (RF), Ms Denise Gallagher (PWC) (DG), Mr Nick Holland (Group Financial Controller) (NH), Mr Ian Looker (PWC) (IL), Ms Deborah Maddern (Clerk) (DM), Mr David Newall (Secretary of Court) (DN), Ms Lindsey Paterson (PWC) (LP), Mr Stephen Reid (Ernst & Young) (SR), Dr Dorothy Welch (Deputy Secretary) (DAW)

Apologies: Professor Anton Muscatelli (Principal) (AM)

AUDIT/2014/34. Announcements

Ian Looker PWC was welcomed.

AUDIT/2014/35. Minutes of the meeting held on 18 February 2015

The minutes were approved.

AUDIT/2014/36. Matters Arising

.1) Estate Strategy - update

An extract of the February 2015 meeting of Court, relating to the Campus Estate Strategy, had been circulated and was noted. This included details of the agreed governance structure for the associated major capital projects. While expressing some continuing concerns about mechanisms for overarching governance, Audit Committee members noted that the Committee could ask for any additional information that it wished to see as the campus development got under way. It was also noted that the audit plan for the coming year included coverage of some associated areas, and that under its Corporate Governance heading, the Campus Estate Strategy would be looked at earlier than previously scheduled, following discussion between PWC and the Convener of Court. It was further noted that suitable expertise was in place on the Finance Committee, with respect to likely requirements of it associated with the Strategy.

.2) HR Governance Bill - update

Following a public consultation, the Scottish Government was considering what the proposed legislation might contain.

.3) Research Management System

At the last meeting, some concern had been expressed by RF with respect to ensuring that the appropriate skills sets were in place for the RMS; the Committee noted that this matter had now been resolved. A paper from Prof Miles Padgett on wider aspects of the RMS was noted.

AUDIT/2014/37. Implementation of Outstanding Audit Recommendations

Finance Office

Since the last meeting, 7 new audit actions had arisen, 12 actions against audit reports had been completed, 7 partially implemented, 15 were being progressed (a large number of which related to the RMS, where development and testing was under way) and there was one recommendation where action had not yet commenced.

With regard to the review of Fee Payments, where 5 recommendations were outstanding, it was noted that some of these would be addressed by the rollout of the RMS and that, in the meantime, it was not considered that there was a significant financial risk.

It was agreed that the date of the original audit reviews would be added to a column in the report.

ACTION NH

Departments other than the Finance Office

Key points to note from audit reports were:

37.1 Risk Management

Report Classification: Medium risk. The risk management audit had identified five medium category findings. One had been fully implemented: the University Risk Management Policy had been revised and approved by SMG in November 2014. The remaining four findings had been partially implemented, largely as a result of Colleges finalising their risk registers in recent weeks. These were: review of the annual risk management workshop process; central collation of College risks to support reporting; frequency of reporting; and risk management monitoring.

With respect to risk management in general, LP reported that the 2015/16 audit plan would include a review of College risk registers.

37.2 Contract Management – Estates & Buildings

Report Classification: High risk. This audit report had contained nine findings - one high, five medium, two low and one advisory. The recommendation categorised as high, to bring all suppliers into the University's Framework Agreement, had been implemented, as had the medium risk relating to potential conflict of interests. The remaining recommendations (four medium and two low) were partially implemented and would be fully implemented once the current process review exercise was complete, over the next 6-12 months.

37.3 International Activity

Report Classification: Medium risk. This audit report had contained four findings categorised as medium. Two of these (a review of reporting arrangements and a reminder to staff on the importance of completing risk assessments) had been implemented. The other two recommendations were in the process of being implemented, led by the Vice-Principal (Internationalisation): establishment of a clear strategy and SMART objectives; and a review of criteria for monitoring the success of partnerships.

37.4 Governance - Ethical Fundraising

Report Classification: Medium risk. This review had looked at identifying if there was scope for improvement to be made to strengthen the control environment in relation to governance, policy, compliance and monitoring, specifically in relation to the

University's ethical principles and approval of donations. There had been three medium category recommendations, all of which had been implemented.

37.5 Project Research Management

Report Classification: High risk. There had been five medium category recommendations in this audit report, and two low. The target date set was March 2016 for completion of the Transforming Research Management Project, and therefore the recommendations were yet to be implemented. The recommendations included the introduction of a new system (RMS), processes and organisation structures to support research management; a new suite of reports for portfolio reviews and trend analysis; establishment of an Research Support Office in each College; due diligence procedures; risk management; submission of feedback forms; and centralised storing of project documentation.

37.6 Project Management: Estates and Buildings and IT

Report Classification: Medium risk. There had been four medium category recommendations, two of which had been implemented (central oversight and portfolio management of significant University Projects; and standardised templates for projects). The other two medium category recommendations had been partially implemented (establishment of a central project management office and project management and monitoring arrangements for projects under £100,000).

The revised method of reporting the non-Finance updates, which included a RAG (Red/Amber/Green) report detailing progress against each recommendation, was agreed as being helpful.

AUDIT/2014/38. Internal Audit Update

It was reconfirmed that the Committee should be asked for approval for any major changes to the timing or content of audits, and be given reasons for the changes.

ACTION DM

The Committee noted a status update on reviews being undertaken during 2014/15. Five reviews had been completed since the last Audit Committee. No reports had been classified as critical risk. The key messages for the Committee on the completed reviews were as follows:

38.1 Professorial Zoning

In light of recruitment of academic staff being increasingly competitive and in the interests of pay structures being fair, equitable and based on measurable criteria, the University had introduced a zone based pay and reward structure in January 2012, for its professoriat. The purpose of the audit review had been to assess the design and operating effectiveness of controls in relation to the zoning process, including allocation to, and movement between, zones; and award of market supplements and retention payments outside the zoning structure. The audit had found the development of the zoning structure was well supported by quantifiable indicators, and an audit trail was in place for zoning decisions made. With regard to the use of supplemental awards as a means to secure key appointments, two high risk findings had been made in relation to the award of market supplement payments:

- the Business School had applied its own local policy to the award of market supplements, which had not been aligned with University policy. The Committee noted that the School was implementing recommendations arising from the review.
- the University-wide market supplement policy was not always operating in practice, with testing confirming that processes for annual review of supplements

(evidenced by market research), and the required approval processes for the award of market supplements, were not always followed.

With respect to a question about the equality agenda in connection with the Professorial zoning process, it was noted that monitoring did take place, although specific reference to this area had not appeared in the report; this was noted by PWC for future audits where applicable.

38.2 Governance over Subsidiaries

For parts of its business, the University had established a number of associated entities, where there were benefits including: preserving the charitable status, obtaining tax benefits such as the ability to reclaim input VAT, and clarity over ownership and responsibility to avoid conflicts of interest. The audit had assessed the design and operating effectiveness of controls in relation to the following aspects of the University's governance: establishment of associated entities; governance arrangements; roles and responsibilities; and management information and reporting.

The audit had concluded that the structure had been periodically assessed to ensure it remained the appropriate structure for delivering the University's objectives. There were processes in place to support the establishment of new subsidiaries. In terms of the main recommendation, there was however a need for the University to implement a more formalised governance framework to facilitate effective oversight and scrutiny, such assessment to be proportionate to risk, and for (appropriate) risk management arrangements to be in place for each subsidiary entity. There were also recommendations relating to Director induction and to management of potential conflicts of interest.

38.3 Health and Safety

The Committee noted that the review had covered the spectrum of health, safety and wellbeing, and that the terms of reference in practice had not been restricted to an approach based only on the prevention of accidents and injuries, which the review summary report might have suggested.

Health and Safety at the University was covered by 3 separate units: Occupational Health; the Radiation Protection Service, and the Safety and Environmental Protection Service (SEPS), with academic schools and support functions also having a responsibility for ensuring compliance with health & safety requirements. The audit had reviewed the design and operating effectiveness of key controls at University level, and also those operating within a sample of academic units and service areas. One high risk had been identified relating to there being no list detailing individuals working/studying offsite in the UK or overseas; to this end, a document on Management of International Travel had now been prepared. There were also recommendations relating to recording of risk assessments and insurance for such travel; and about annual lab inspections and documentation thereof. The report had also noted an incident that had not been reported to SEPS within the required time limit.

PWC would provide a further report auditing actions taken in response to the original report. It was noted that the Health, Safety and Wellbeing Committee would also monitor progress on implementation of recommendations; and update would be provided to the next meeting.

ACTION PWC (LP)/DN

38.4 International Activity

The objective of the review had been to review the design and operating effectiveness of key controls relating to the joint programme with UESTC (China). One medium level control design finding had been made in the area of the monitoring of programme aims and objectives; there had also been some low level findings relating to areas including visa applications.

It was agreed that some of the outputs from the review would be of help for overseas partnership arrangements in general, and would be fed into such processes as appropriate.

ACTION DAW

38.5 Transparent Approach to Costing (TRAC)

TRAC had been introduced by the government to promote accountability and to encourage a better understanding of costs within individual institutions. The overall objective of this review had been to examine the key aspects of the TRAC return process and assess the design and operating effectiveness of the key controls. No high risk findings had been identified during the review, but some recommendations had been made for improvement in areas including audit trails to support all key assumptions and judgements made in the preparation of the TRAC return; and local procedural documentation being routinely updated to reflect changes to TRAC Guidance.

AUDIT/2014/39. Internal Audit Risk Assessment and Plan 2015/16

A paper from PWC had been circulated, setting out the risk assessment and Internal Audit Annual Plan, including a summary of PWC's approach to undertaking the risk assessment. The plan was driven by the University's organisational objectives and priorities, and the risks that might prevent it from meeting those objectives.

It was noted that discussions had been held with DN, DW, RF and NH ahead of the plan being provided to the Committee.

PWC had considered an 'audit universe' of auditable units, analysed the University's corporate objectives and (updated) risks, and subsequently developed an audit requirement rating based on the inherent risk assessment and the strength of the control environment for each auditable unit. A plan had been drafted following this, covering the auditable units - under broad headings of Risk and Governance; Value for Money - Economy, Efficiency and Effectiveness; General Assurance Financial Controls; Risk-based Internal Control reviews, and Computer Audit - and indicating the timing of audits that were proposed to be undertaken in 2015/16.

Internal audit work would be performed in accordance with PWC's Internal Audit methodology, which was aligned to Scottish Funding Council Financial Memorandum requirements. The Committee agreed that the wording in the introduction to the plan should be amended to reflect discussion in the previous year, connected to the internal auditors' annual report. This concerned the Committee's wish for reference to be made to the adequacy and effectiveness of arrangements in place to address the risk that management's objectives might not be achieved in respect of risk management, control and governance. The Committee agreed that the finalised wording could be agreed by the chair and PWC, and would be emailed to members in due course.

ACTION PWC (LP)/PB

With respect to the main headings under which audits would be classified, it was agreed that under the 'Value for Money - Economy, Efficiency and Effectiveness' section, the 'Staff recruitment, retention and support' subheading would be amended to include a reference also to students, linked to the student experience agenda. DN and DAW would also consider ways in which the Committee might assist management with respect to this latter area.

ACTION DN/DAW

It was noted that the recent effectiveness self-assessment exercise undertaken by the Committee had highlighted possible increased activity in the VFM and risk assessment spheres, and that these areas would be kept under review in the coming year.

With respect to individual audits that were proposed, it was noted that under the 'Risk and Governance' heading, the review of the Corporate Governance arrangements put in place for the Campus Estates Strategy had been brought forward, as had been referred to earlier in the meeting. An audit relating to the work of the Remuneration Committee had also been agreed and would be added to the finalised document. Under the 'Value for Money' heading, it was agreed that PWC would consider including specific capital projects under a possible broad heading of 'capital investments', as the Campus Estate Strategy progressed.

ACTION PWC (LP)

It was agreed that the terms of reference for individual audits B3 Staff recruitment, retention and support; C3 Departmental Compliance (student feedback processes); D6 Performance Management (Staff); and D12 Student Experience (student welfare) would be reviewed to include Equality dimensions, as appropriate, and that these aspects should be reflected in findings/recommendations if applicable.

ACTION PWC (LP)

It was agreed that subject to the above areas being addressed where applicable, the chair would sign off the final version of the plan, in discussion with PWC, and the Committee would be provided with a copy.

ACTION PB/PWC (LP)

With regard to the development of future annual plans, it was agreed that the Committee's input would be sought in February annually, and that the chair would seek views from the chairs of other Court Committees about any areas of concern and/or areas they considered might be covered by internal audits. The Audit Committee would also be involved in agreeing the Terms of Reference for major audits, with the chair co-ordinating this input.

ACTION DM

AUDIT/2014/40. Audit Planning Report

The Committee received a report setting out the External Audit approach for the year to 31 July 2015. The report summarised Ernst & Young's (E&Y) assessment of the key issues for development of an effective audit for the University, taking into consideration relevant market factors coupled with the operational, finance, and business risks which drove the University's financial statement risks; the report also discussed levels of materiality that would be applied.

As well as auditing the main financial statements of the University, the exercise would audit the University's UK subsidiaries and the University Trust, and involve liaison with E&Y's Singapore branch in order to provide insight and assurance to the Audit Committee and management regarding this overseas subsidiary.

The risk-based approach would involve analysis of the risks inherent in the external influences, the key strategic, operational and financial risks for the University and the auditors' knowledge of other factors that might impact the University's financial statements. These outputs would then be compared with risks identified through the University's own risk management process, and mapped to the financial statements, where applicable. The key risks were considered to be: Income recognition, including funding body grants, academic fees and support grants; Capital expenditure projects; Research grants and contracts; Recognition of pension scheme obligations; Cash Management; and Fraud risk and management override. In response to a question from DJW regarding the assessment of controls, the Committee noted that key processes and controls would be examined, including: the interaction of IT systems with these e.g. through IT generated data; and journal entries.

In the opinion of E&Y, the University was well advanced in considering the implementation of the revised Statement of Recommended Practice (SORP) and introduction of Financial Reporting Standard (FRS) 102. Connected to these, there would be a number of specific considerations for the University which would have a significant impact on the University's financial statements in terms of accounting and disclosures. These included: the treatment of the University's fixed assets; revenue recognition and treatment of Government grants; and recognition of liabilities for past deficits in USS.

E&Y would issue a report expressing opinions on audits of the University and consolidated financial statements. In compliance with SFC requirements, the auditors' opinion would report on whether:

- i) the financial statements had been prepared in accordance with the Statement of Recommended Practice: Accounting for Further and Higher Education;
- ii) income from the Scottish Funding Council, grants and income for specific purposes and from other restricted funds administered by the University during the year ended 31 July 2015 had been applied for the purposes for which they had been received; and
- iii) income had been applied in accordance with the University's statutes and, where appropriate, with the Financial Memorandum with the Funding Council .

The report would express opinions on the results of audits of the separate statutory financial statements for subsidiary companies, in accordance with UK company law; and the separate statutory financial statements for the University Trust, in accordance with the Charity SORP.

The University was also required to prepare a set of financial statements in accordance with US GAAP, audited in accordance with US Government Auditing Standards. The auditors were working with the University to meet these requirements and would integrate those additional procedures required with the UK GAAP auditing procedures.

The Committee approved the External Auditor's proposed approach to the audit of the University's accounts. Following a question from DJW about any differences in approach, the Committee agreed it would welcome details of changes introduced into the 2015 audit as compared to the previous year's exercise.

AUDIT/2014/41. Risk Register

The University Register was noted.

AUDIT/2014/42. Education Sector Risk Profile

Ian Looker PWC attended to brief the Committee. The Higher Education sector continued to experience an increasing level of change, with significant challenges and unpredictability in student demand and research funding, and with future uncertainties associated with a referendum on EU membership. Effective risk management and governing body level reporting was therefore more important than ever. The briefing presented findings of a benchmarking study of HE institutions in terms of what their significant risks were and how those risks were being managed.

The main risk areas related to: Student recruitment - undergraduate and postgraduate (including international students); Research income and quality (decreased from prior year analysis); Funding body grant income reductions (increased from prior year analysis); Government policy/ political landscape (increased significantly from prior year analysis); and Pension deficit affordability (increased from prior year analysis).

In IL's view, given inflationary pressures and potential income pressures, there would be a focus on operating efficiency in the coming years; employability was also likely to feature in the Government's focus. Also, significant capital investments would bring

affordability/return pressures and project management challenges. Given the level of change in the sector, staff engagement might become more of a risk factor.

It was noted that with respect to residual risk/risk abatement, this was managed annually through the review of the University's risk register, with the revised register - including impact assessment - being presented to the September meeting of the Committee.

AUDIT/2014/43. Any Other Business

There was no other business

AUDIT/2014/44. Date of Next Meeting

Wednesday 16 September 2015 at 2pm Venue TBC

Pre-meeting briefing for Committee members, on the Strategic Plan, at 12.30pm

Prepared by: Deborah Maddern, Clerk to Committee, deborah.maddern@glasgow.ac.uk

Court – Wednesday 24 June 2015

Report from the Human Resources Committee

Brief description of paper

The minute of the meeting of the Human Resources Committee held on Thursday 28 May 2015 is attached for information.

The HR Director provided an update to the Committee highlighting a number of substantive areas including the National Pay negotiations, the USS consultation, this year's Performance & Development Review process, the University seeking accreditation as a Living Wage employer and a review of the infrastructure in place to support Athena Swan.

The Committee received two presentations. The first was from Professor Miles Padgett, Vice Principal for Research providing an update on the work of the RDF and initial reflections and actions arising from the recent REF. The second presentation was from Ms Mhairi Taylor, Equality & Diversity Manager who gave an annual update on strategic E&D activities and key data points. Both presentations were well received and generated good dialogue amongst the members.

The Committee reviewed the remit of the Committee, it was agreed that the remit was still current and the TOR was endorsed.

The Committee received an update on Policy matters. This included proposed changes to the Management of Organisational Change Policy, including to extend the remit of the CPRG to enable its members to provide strategic sign off for all Tier 2 proposals; all would continue to be reported to Court and the membership of the CPRG would be increased. There had been significant discussions with the unions regarding the proposed changes which only impact on Tier 2 proposals.

The members of the HR Committee recorded their support for the proposed change and agreed these should be presented to Court for formal approval. The HR Committee reviewed the updated policy in full and a copy of the relevant paper and the proposed amended remit of the CPRG is attached for reference. (**Annex 1**).

Action required

Court is asked to note the draft minute of the HR Committee meeting on 28 May 2015. **Court is further asked to agree the recommended changes to the remit of the CPRG and the associated changes to the Management of Organisational Change policy as supported by the HR Committee.**

UNIVERSITY OF GLASGOW
Human Resources Committee

Minute of meeting held in the Melville Room, Main Building
on Thursday 28 May 2015

Present: Mr D Newall (DN), Professor C Forde (CF), Mrs A Allen (AA), Mrs C Barr (CB), Mr R Cloughton (RPC), Mrs H Durdell (HD), Dr Morag Macdonald Simpson (MMS), Professor R O Maolalagh (ROM), Dr D Spaeth (DS), Professor G Baillie (GB), Ms Susan Campbell

By Invitation: Professor Miles Padgett (MP), Ms Mhairi Taylor (MT)

Apologies: Mr D Anderson (Convener) (DA), The Principal (AM); Professor E Cameron (EC)

HR/14/79 Opening Remarks & Apologies

DN opened the meeting and noted that he had agreed to chair the meeting on behalf of DA. Other apologies were noted as above.

HR/14/80 Minute of the Meeting held on 31 March 2015

The minute was taken as read and approved by the Committee.

HR/14/81 Matters arising from meeting held on 31 March 2015

The Committee noted that there were no outstanding actions which were not covered in the HR Director's Report or other agenda items.

HR/14/82 HR Director's Report

CB reported on the National Pay Negotiations and advised that a final offer was currently with trade unions but there had been limited feedback to date with four out of five unions considering their position. Unison were going to consult on the offer to 26 June 2015. There were no further meetings scheduled. A working group was examining the gender pay gap and will shortly publish a report and CB will give the HR Committee sight of this.

HR/14/83 CB advised that the USS consultation on benefit changes had closed on 22 May and by Friday just over 60 responses had been received and, based on these, feedback was perceived as 'reluctant acceptance'. While there had been a significant amount of consultation, there had been very few questions back from staff. The meeting was concerned that staff should be encouraged to take independent planning advice, particularly if they were above the £55k threshold. CB would be keen to initiate financial planning meetings for staff. MMS asked if CB thought that the University would lose staff. CB did not anticipate losing staff but did think that a minority of staff may want to come out of the scheme. CB advised that there may be small adjustments/changes made to the proposal following the consultation.

HR/14/84 CB advised that NJ had given an update of the strategic plan and improvement programme at the last meeting and would go to Court in June. Feedback had been positive. Once the plan had been implemented it would be brought back to the Committee. AA advised that there was a development day planned on 9 June with the Focus Improvement Group to share thinking on how they deliver on the strategy.

HR/14/85 CB advised that the annual Performance & Development Review process had been launched by the Principal on 12 May, with completion of the exercise at a senior level scheduled for the end of June. This would enable full roll-out with effective cascading of objectives across the workforce population to be concluded by September. CB highlighted the areas for focus which included professional development aspects, effectiveness of objective setting, and a number of tools available for staff to use. In addition, there was a revised approach being piloted in University Services for this year where P&DR and Recognition & Reward (R&R) were being merged. DN advised that the approach involved trusting managers more to make decisions affecting reward. CF noted that this was a real responsibility for line managers to take on. AA felt that University Services managers were taking steps to ensure greater consistency in the approach and that the new arrangements would strengthen the P&DR process in Estates & Buildings. GB asked if percentage distribution of outcomes would be rigidly applied. DN advised that the expected distribution would be communicated and if an area went outside of this management would have to explain how they had arrived at this outcome.

- HR/14/86** CB advised that the University has signalled its intention to seek accreditation as a Living Wage Employer. Engagement with external contractors was going forward hopefully this month and no current worker or employee will be paid below the living wage. SC asked if this had a financial impact on the University and RPC advised that the cost was a modest £20k in terms of those directly engaged. AA advised that the greatest challenge with contractors was through the supply chain. RPC advised that once responses had been received from existing contractors more detail could be added to the action plan to enable accreditation to proceed.
- HR/14/87** It was noted that the University had recently been informed of our successful application for re-accreditation in respect of the HR Excellence in Research Award. Members of the HR Committee recorded their congratulations.
- HR/14/88** CB advised that MVLS were currently reviewing the infrastructure in place to support Athena Swan. There was a fair degree of work going on around this, with a need to look afresh at our strategy and potentially play a longer game. There needed to be senior level engagement and perhaps a little less ambition in submitting applications quickly. GB felt the appointment of the Gender Data Officer had been a good move and he had received good feedback regarding the unsuccessful Athena Swan applications. DN commented that a continuing concern for the University was that there were still not enough women at the top levels. CB advised that she was leading a small group with LC on job families and career paths and would be happy to discuss further at a future meeting.
- HR/14/89** **HR Committee Review – Remit of the Committee**
DN discussed the TOR that had been agreed in September 2010 and asked if the members thought the remit was still current. All members agreed it was and the TOR was re-endorsed.
- HR/14/90** **Policy Update**
RPC summarised his update paper on HR policies which specifically covered the review of the Management of Organisational Change Policy. There was a key proposed change in current arrangements which was to extend the remit of the CPRG to enable this group to provide strategic sign off for all Tier 2 proposals. All such changes would continue to be reported to Court. RPC indicated there had been significant discussions with the unions regarding the proposed changes. Given the expanded role it is proposed to increase the membership of the CPRG from 3 to 5. DS liked the wording in the policy and thought it made it clearer. DS asked with regard to the intention to include significant structural changes how far this might reach. RPC said that this would be down to management to consider but a rule of thumb would be that if formal consultation was required with the Unions then the CPRG should at least be informed. There was discussion around the change to the consultation period, triggered by the legislative changes.
- The members of the HR Committee recorded their support for the proposed changes and agreed these should now be presented to Court.
- HR/14/91** **Researcher Development Committee**
MP gave an update on the Researcher Development Committee (RDC) and the outcome of the recent Research Excellence Framework (REF). The REF was the UK-wide framework for assessing research in all disciplines and its purpose was to inform research funding allocations by the four UK HE funding bodies, provide accountability for public funding of research and provide benchmarks and reputational yardsticks. This was repeated every 6/7 years over the UK and £50m per annum was generated for the University through this exercise. There had been some significant successes within the REF outcomes and how these are reflected in various league tables. There were also some lessons to be learned for the future. REF2014 submissions were assessed by 36 sub-panels working under the guidance of 4 main panels and Glasgow had made 32 submissions. MP indicated that the University was conducting an in-depth review in to the REF, including input from external specialists. This would assist in improving our understanding of how the quality of research is assessed in the different subject areas.

In addition, the University was keen to embed ambition and attract talent and in order to do this they were indexing-up criteria for 4* output requirement and would incorporate a clear expectation of collegiality. There would also be a Fellowship scheme to attract or retain outstanding researchers early in their career and starting from September 2015 there would be £6.8m set aside to support recruitment of Fellows in 2015-2018. For appointment to continuing post, staff would be required to meet yearly SMART objectives and would have a guaranteed interview at the end of their contract.

DN thanked MP for his update.

HR/14/92 Equality and Diversity Update

MT gave a presentation on the strategic E&D activities including a presentation of key metrics relating to the workforce. Following the presentation SC asked what MT's area of key focus was and she advised that it was Athena Swan. MT advised that the applications for Athena Swan needed to be academic led and felt the University needed to continue to allocate sufficient time and leadership to the process of change. DN/CB agreed to highlight at SMG the need to complete the online course for EDU training and dignity at work and study.

DN thanked MT for her informative presentation.

HR/14/93 Data Analytics and Benchmark Measures

CB introduced the paper which was in a new format. Members of the Committee welcomed the additional information and its presentation and it was agreed that this would be discussed at the next meeting in more detail. DS commented that on the Gender Pay data whilst Grades 1-9 were all within a 3% threshold, they all seemed to be heading in the wrong direction. He also expressed some concerns around the Grade 10 situation which records greater variations in pay. RPB and DS also commented on the sickness absence and there was discussion regarding the need to continue to ensure this was fully recorded to enable proper management.

HR/14/94 Date of next meeting

The next meeting would take place in Tay House on Tuesday 29 September 2015.

University of Glasgow

HR Policies – Update paper

1. Introduction

This paper provides an update on areas of HR Policy which are currently under active review.

Policies are discussed at regular monthly meetings of the Policy Review Group, a sub-committee of the JCCN, ensuring timely engagement between HR and Union representatives.

This paper (for Court) specifically covers:

- **Review of the Management of Organisational Change Policy.**

1.1 Management of Organisational Change

At its March meeting the HR Committee supported the remit presented for the review of this policy. In conducting the review experience from recent change initiatives has been taken in to account along with input from the members of the CPRG and a number of senior managers. There has also been consultation with the Trade Unions via the Policy Review Group.

The primary recommendation for change is to extend the remit of the CPRG to enable this group to provide strategic sign off for all Tier 2 proposals. There are no proposals to change the approach for Tier 1 (funding end date related redundancies) and Tiers 3-5 which cover more significant structural changes from closure of a subject area to a University-wide restructuring. The proposed change would ensure all Tier 2 proposals are given meaningful scrutiny by the members of the CPRG and would continue to be reported to Court for information and to ensure proper governance.

Given the expanded role it is proposed to increase the membership of the CPRG from three to five. A draft revised remit is attached as **Appendix 1**.

The Union are sympathetic to the proposed changes but remain keen to ensure Court, as the employer is part of the decision making process.

The policy has also been revised to ensure it could be utilised to cover significant restructuring proposals including an outsource proposal and not simply those changes resulting in potential staff redundancies. It has further been updated to reflect the change in statutory collective consultation legislation and also to support proposed changes to the Job Seekers Register, a key tool in supporting at risk staff to find suitable redeployment opportunities.

The Unions have indicated that they would prefer the University to retain a firm commitment to the 90 days consultation period for changes which would previously have triggered this. The proposed policy does not provide this firm commitment but makes it clear that the University management will consult at the earliest opportunity once it becomes clear that a

proposal could result in positions closing. In this way the University is likely to consistently consult for longer than the period required.

The policy has been reviewed by Senior Management Group, and the HR Committee has seen and approved the full revised policy at its meeting on 28 May. Court is asked to endorse this approval, subject to any comments it may have on the revised remit for the CPRG

*Richard Cloughton
Deputy Director of HR
18 May 2015*

Draft Remit of the CPRG for HR Committee Review.

Court Procedural Review Group (CPRG)

Remit

1. To act as an independent review group for all tier 2 proposals which involve organisational change which might result in staffing reductions or significant changes to the organisational structure
2. To provide strategic sign off to management for tier 2 proposals.
3. To decide, on strategic and /or key reputational grounds, or for other exceptional reasons, if the matter should be treated as equivalent to a Tier 3 proposal and receive initial strategic sign off by Court prior to proceeding.¹
4. To assess, in especially sensitive matters, if the group need to review the final outcome before any change occurs².
5. The Policy requires tier 3 issues to receive the initial strategic sign off by Court. In some cases, Court may decide that it wishes the group, as per point 4 of the remit above, to review the final outcome before any change occurs.
6. To provide a summary report to Court of changes given strategic sign-off

Membership

- 3 Lay members of Court including at least 1 from the Human Resources Committee
- 2 Senate Assessor

Additionally the VP, Head of College or Secretary of Court (or appropriate senior management delegate) for the affected area would also attend to provide organisational context and explain/ amplify the rationale for a proposal. The Court Procedural Review Group will be provided with advice and guidance by a senior member of the HR Function.

The Court members will make the decision.

To ensure a degree of continuity of experience the membership of the Court Procedural Review Group will be established at the start of each academic year in case it is required. The lay members of Court will be identified by the Nominations Committee and the Senate Assessor(s) will be chosen by the Senior Senate Assessor. In each case a reserve will also be identified in case of lack of availability at a particular time or to avoid an individual dealing with a case in a part of the University where they are closely involved.

The remit and membership of the Court Procedural Review Group will be reviewed and agreed on an annual basis by Court.

¹ Where a decision was taken, during the summer months when court does not meet, that something was of such significant importance that Court should consider it, the Secretary of Court would consult Court for its view on this decision between meetings.

² As the CPRG is providing initial strategic sign-off it is important to note that proposals, and their likely impact, may change following wider consultation with unions and staff.



University
of Glasgow

Court - Wednesday 24 June 2015

**Report from the Meeting of the Health, Safety & Wellbeing Committee
held on 3 June 2015**

Brief description of the paper

The paper contains the draft Minute of the meeting held on 3 June 2015, for information.

The Committee received: reports on a Hazardous areas survey, and on the Organisational Level Stress risk assessment; the latest reports from Occupational Health and the Safety & Environmental Protection Services; and an update on the uptake of the Employee Assistance Programme.

Action required

For information purposes only

University of Glasgow

Health Safety and Wellbeing Committee

Minute of Meeting held on Wednesday 3 June 2015 at 10:00 AM in the Senate Room

Present:

Mrs Ann Allen, Mr David McLean, Mr John F Malcolm, Mr David Newall, Mr Paul Phillips, Mr Deric Robinson, Mr David Somerville, Ms Aileen Stewart, Ms Selina Woolcott, Ms Louise Bowden, Mr Liam King, Mr Oscar Schafer, Ms Gillian Shaw

In Attendance:

Ms Debbie Beales, Mr Richard Cloughton

Apologies:

Ms Mae Boyd, Mr James Gray, Mrs Christine Barr

HSWC/2014/1 Convenors Business

The Convenor welcomed Gillian Shaw, Head of HR in Arts, who was now representing the College of Arts. He also welcomed Richard Cloughton who was deputising for Christine Barr.

HSWC/2014/2 Minutes of the Meeting held on Wednesday 11 March 2015

The Minute from the previous meeting was approved.

HSWC/2014/3 Matters arising

HSWC/2014/3.1 E-cigarettes (verbal update DN)

This item will be carried to next HSWC meeting.

HSWC/2014/3.2 Environmental set up, recycling of cardboard & batteries (verbal update AA)

Mrs Allen **informed** the Committee that recycling information could be found at <http://www.gla.ac.uk/services/estates/sustainability/recycling/> and asked that anyone who knew that a large amount of cardboard would need recycling to complete an E&B request form to that effect. Viridor, the company responsible for uplifting recycling, could then organise more bins or additional uplift to accommodate this.

HSWC/2014/3.3 Staff counselling, in house (verbal update SW)

Ms Woolcott **informed** the Committee that the Director of CAPS and his team had produced a draft pilot of in-house mental health support for staff which was hoped would run over the summer. Discussions around resource issues were due to take place and Ms Woolcott would update the Committee in September.

HSWC/2014/4 OH Report (Paper 1)

The Committee **noted** the Paper that was circulated. Ms Stewart **informed** the Committee that the structure change in administering respiratory health surveillance (RHS) was now in

place. It had taken several months to obtain new risk assessments and lists of staff requiring RHS from co-ordinators and certain areas were still to respond. OH were to meet with SEPS biological safety adviser to see what could be done to reinforce the new structure through safety co-ordinators and Ms Stewart would report back to the Committee in September. The Committee **agreed** that line managers needed to take responsibility for nominating staff requiring RHS and **thanked** Ms Stewart for the report which now included a cover sheet summarising the data.

HSWC/2014/5 SEPS Report (Paper 2)

The Committee **noted** the standard paper on reported accidents. Mr McLean **informed** the Committee that there were no unusual anomalies within the report and **tabled** an additional paper regarding the progress of the safety audit programme being conducted by SEPS. The Committee **agreed** that Mr McLean should email the HoS for all Schools that were currently sitting at red or amber on his report, cc'ing in the relevant HSWC rep. The Committee was **concerned** that that several actions remained to be addressed and asked that progress be made before the next meeting of the HSWC in September. The Committee **agreed** that the relevant College/US reps would take action to follow up this email with the relevant School/Service managers.

HSWC/2014/6 Hazardous areas survey (Paper 3)

The Committee **noted** the Paper that was circulated. Mr McLean **informed** the Committee that this information had been requested as a result of an emergency planning exercise that had taken place the previous year. During this exercise, which had been attended by all emergency services, it had been noted that the University did not have a definitive and up-to-date list of hazardous areas and their contents. In the event of a fire it would be vital for the fire service to access this information quickly. A hazardous area survey form had been sent out to all relevant Schools, RI's and Services with the responses being collated into an excel spreadsheet summarising what materials were located in each building, along with links to the completed forms. This data had been shown to Central Services and would be made available to them in finished form once IT Services had agreed how best to share this information. The Committee **thanked** SEPS for the level of work that had gone into producing this list.

HSWC/2014/7 Fire alarm weekly testing rates (verbal report SW/DMcL)

Ms Woolcott **informed** the Committee that action was required to put in place robust arrangements for weekly testing in all buildings. A working group had been formed to review the current position and to make proposals for effecting improvements. Ms Woolcott would report back to the Committee in September with the working groups' findings.

HSWC/2014/8 EAP quarterly report (Paper 4)

The Committee **noted** the Paper that was circulated. Ms Woolcott informed the Committee that utilisation had increased substantially year on year which was encouraging. The contract with Optum was due for renewal in December and Ms Woolcott would bring this item to the Committee in September.

HSWC/2014/9 University of Glasgow Organisational Level Stress Risk Assessment (Paper 5)

The Committee **noted** the Paper that was circulated. Ms Woolcott **informed** the Committee that since the last survey in 2012 there had been a reduction in the total numbers of days

lost attributed to poor mental health as well as a decrease in the duration of absences due to poor mental health. Scores for support (both from peers and managers) had improved considerably since the last survey, following a variety of local and University wide initiatives around leadership development. Control had a high priority rating which would be addressed in the Action Plan associated with the University's Strategic Plan. Ms Woolcott stated that she had met with 32 Schools/RI's and management groups to discuss the stress survey findings. Common issues included a lack of financial authority, frequently working excessive hours and feeling undervalued with research being valued above teaching and Services feeling undervalued by internal customers. It was clear that the term 'harassment' had been interpreted in ways other than that intended and that consideration would be given to the wording and explanation of questions in the next survey. Richard Cloughton then spoke to the Committee about the University's Empowering People Action Plan noting that within this area of work there was a direct link to the health and wellbeing agenda. Areas of focus would be:

- Cultural transformation
- Structures and team based approach
- Leadership capability and visibility
- Engagement and involvement
- Internal communication

This is one of three key themes coming out of the strategy development work which are each being led by members of the senior management team.

HSWC/2014/10 Any Other Business

The Convenor **informed** the Committee that an internal Audit Report of H&S management compliance had been completed and the Report received at the Audit Committee. A high priority was the safety of staff and students working overseas. A working group had been formed to address this matter and the findings would be reported back to the Committee in September.

HSWC/2014/11 Date of Next Meeting

The next meeting of the HSWC will take place on Tuesday 15th September 2015 at 10am in the Melville Room

Created by: Miss Debbie Beales

University of Glasgow

University Court – Wednesday 24 June 2015

Communications to Court from the meeting of Senate held on 04 June 2015

Dr Jack Aitken, Director, Senate Office

(All matters are for noting)

1. Principal's Q & A

The Principal spoke to the following question had been received from Professor Mark Furse.

Principal – During the most recent referendum held in Scotland the University maintained a position of impartiality, while recognising that individual staff were free to campaign on either side of the debate. In the next, and more important, referendum on whether the United Kingdom should remain a member of the European Union, will the University continue to maintain impartiality, or will it act more positively and actively campaign for a 'yes' vote to stay in the EU?

The Principal commented that the question was timely as it had recently been discussed by Senior Management Group and would be on the agenda for June meeting of Court. The Principal reported that it had been important to remain politically neutral in the run-up to the Scottish Referendum and not align with any political party. It had been recognised that the University had managed this well. In terms of the EU Referendum, members of the academic community need freedom to allow for open discussion on both sides of the debate, but the University also had a responsibility to defend its interests. The benefits to the sector and University from the UK's membership of the EU, notably through research funding, were significant. It was acknowledged that this was a very different debate to the Scottish Referendum.

It was recognised that there were two phases, the first during the political negotiations around reforms prior to the referendum, followed by campaigning for the vote itself and that the University's approach in each of these phases might differ. It was suggested that the matter be revisited following treaty renegotiations when there would be a clearer sense of what any changes might be and at that point the University would be in a position to decide on its stance with regards to the Yes/No debate. There would be encouragement for academic freedom and it would be open for people to be invited to speak on both sides of the debate. The Principal and Senior Management Group would speak on behalf of the University of Glasgow to attend to the interests of Research and Learning and Teaching. It was recognised that other bodies, such as Council of Senate might also have a position. Members of Council of Senate stated the view that, not only was it important that there be lectures available to members of the University community to attend, but that also the University had a responsibility to provide information to inform the public. It was recognised that careful consideration would be needed in respect of potential speakers on the topic.

2. Centre for Open Studies

At the meeting of Council of Senate on 23 April, the Council of Senate had received for consideration a paper on proposed ways forward for the Centre for Open Studies. The matter had been considered by the University Court on 15 April, and Court had referred the issue to the Council of Senate with the request that the Council advised Court on the academic components of the proposals. At the Council meeting on 23 April, it had been agreed to request further information concerning the proposals in order to inform the Council's view.

At its meeting on 4 June, the Council received a report from the Director of the Centre, Ms Stella Heath, together with the Organisational Change Proposal document that had been approved by Court. Ms Heath introduced her paper. The Centre for Open Studies had been established in 2011 as a unit in University Services to deliver the University's Open Studies Programme: short courses of varying lengths which can be taken by members of the public. At its establishment it had been asked to develop a plan such that it would be self-financing from income by the end of a three-year period. Activities have been undertaken over the last 4 years to try to increase income generated, but this has been insufficient to address the increasing costs. The Centre now carried a forecast deficit of over £500,000 by the end of 2014/15. In order to address the deficit, it was proposed to reduce significantly the staff costs associated with the Centre. The Centre's core staff incurred a salary bill of c. £1M and a further £450K was incurred through the use of part-time tutors; the income from the courses was typically just under £900k. This 'structural' deficit had existed for some years.

The Centre offered courses in the range of subject areas below:

Ancient Studies

Art and Art History

Creative Writing

History

Languages

Life and Earth Sciences

Literature and Film

Music

Philosophy

Physics, Astronomy and Computing

Psychology, Counselling Skills and Law

Although total enrolments across these areas reach c6,000 p.a., numbers varied significantly across the subject areas, with Languages the most populous at over 1,400 enrolments, compared to Physics, Astronomy and Computing, with fewer than 200, and declining annually. Taken over the last three years, low numbers of enrolments, together with either no growth or decline, had been seen in Literature, Film, Life Sciences, Earth Sciences, Physics, Astronomy

and Computing. In reducing the staff costs therefore, the proposal was to end delivery of these courses with low student demand and which were operating at a loss. This would mean that, with effect from 2015/16, the Centre would no longer be offering courses in the following subject areas: Computing, Astronomy, Physics, Earth Sciences, Life Sciences, Literature and Film. These courses represented a total enrolment of around 530 or 9% of the Centre's provision. In addition to these changes, the Centre would also take steps to reduce costs associated with providing Access to undergraduate study for mature students.

The associated staff cost saving was £424k or 42% (excluding part-time tutor costs). The Centre would continue to offer a full and growing programme in:

Ancient Studies
Art and Art History
Creative Writing
History
Languages
Music
Philosophy
Psychology, Counselling Skills and Law

Enrolment growth targets of 6% in 2016/17, 4% in 2017/18 and 9% in 2018/19 (associated with the Kelvin Hall opportunity) meant that the Centre would be able to clear its deficit by 2018/19.

The Centre for Open Studies offered an Access Programme which recruited up to 250 students each year and typically just under 80 progress to study at UoG (i.e. around 30%). In total, around 50% of those starting out progressed to higher education, including to other HEIs in the area. Of those progressing to undergraduate study at the University of Glasgow, typically around half were from MD40 postcodes (i.e., postcodes lying within the areas with the worst 40% multiple deprivation). There were currently three access courses in the overall programme - Arts and Social Science (which saw just over 40 students progress to the University); Law, Business and Accountancy (which saw about 10 progress to the University); and Science, Engineering and Nursing (which saw just over 20 typically progressing to undergraduate study here, of which very few are nurses).

To put this in context, the University admitted around the same numbers of mature students from SWAP Access programmes (which have a higher proportion of MD40 postcodes); around the same numbers of young students through our Summer School (but with a very significantly higher proportion of MD40 postcodes); and c. 200 through Top-Up (again with significantly more MD40). The University also admitted c. 100 students through the Reach programmes (although

a lower proportion of MD40), and over 200 from HNC/D courses (typically just under half from MD40 postcodes). Consequently, considering widening participation, as defined by the numbers of undergraduate students coming from MD40 postcodes, the Centre for Open Studies Access Programme accounted for c5% of the total.

Analysis of the costs associated with the delivery of the Access Programme showed that it is expensive to deliver, with direct staff costs exceeding income. Through the proposal for change, the Centre planned to make the delivery of the Programme more efficient whilst, at the same time, enhancing its commitment to encouraging and supporting student diversity by working closely with the University's Widening Participation staff to increase the numbers of MD20/40 students accessing full-time degree study via the Centre's provision. The separate Access Programme would be replaced by a 'credit for entry' Access pathway which would enable those wishing to undertake degree study to choose from a broader range of the Centre's provision than was previously possible. As was currently the case with the Access Programme, students wishing to use the new 'credit for entry' pathway to access University of Glasgow undergraduate degree programmes would be given a minimum tariff offer, and would be provided with information and guidance about the appropriate combination of modules needed for entry to specific degree programmes. On-course study skills support and help in completing the UCAS application form would also be provided. Due to the timing of current discussions, applications for the Centre's Access Programme for 2015/16 were being accepted and these prospective students would be advised about this alternative route.

The cessation of Science short courses and the loss of those staff would, unfortunately, mean the closure of the Access to Science course. However, this would be mitigated by work currently being undertaken by SWAPWest to develop alternative access to science routes with FE College partners.

The Centre had a small number of staff who were included in the University's submission to the last REF. However, the Centre did not have the infrastructure necessary to support research. Therefore, in future, staff likely to be included in the University's REF return would be located within the appropriate School or Research Institute. Although the Centre would no longer directly support staff to undertake research, it would continue to engage widely with the University to enable public engagement with research through activities such as the Masterclass Talks series. This successful initiative had been piloted during the 2014-15 academic year and involved delivery of a series of lunchtime talks by leading University researchers, with administrative and marketing support provided by the Centre. The talks showcased a wide range of the University's research, engaged large public audiences, and generated publicity for the University in print as well as on BBC TV.

Questions had been raised at the last meeting of the Council of Senate regarding the apparent withdrawal of teaching funding which was earned by the Centre. Prior to 2011, the University had chosen to contribute funding to the then Department of Adult and Continuing Education (DACE), in effect reducing the unit of resource to other academic units. As a result of the Academic Shape consultation outcome, the discretionary funding stream previously allocated ceased (phased out over a three-year period), and was awarded in full to support the teaching activity in the Colleges. The Scottish Funding Council (SFC) teaching return did not include any of the Centre's students.

Ms Heath's report concluded that, although it was proposed that certain subject areas would be removed from the programme, the Centre would continue to deliver a large, open access programme of accredited and unaccredited courses, predominantly in the liberal arts, as well as offering the 'credit for entry' Access pathway described above. Plans to increase the remaining provision, included growth associated with the Kelvin Hall development, to which the Centre would be a key contributor, alongside the College of Arts and the Hunterian.

Dr Liam Kane, on behalf of the staff from the Centre for Open Studies, attended the meeting to provide a response to the proposals and answer questions. The Council also received a paper from the Open Studies staff.

Dr Kane expressed the concern staff from the Centre had about the proposals. This included a lack of consultation and the perceived detrimental impact the proposed changes would have. It was argued that the Centre contributed significantly to the University's public engagement activity. The University had a public accountability to deliver Access Programmes and it was reported that the Access Programmes delivered by the University of Glasgow were highly regarded by peers at other Scottish Institutions, a position which staff from the Centre felt would be undermined by the current proposals. Staff from the Centre had identified a number of key concerns, including that:

- The proposals had been drawn up quickly and were driven by the requirement to make large-scale reductions in staff costs, without full consideration or consultation.
- Previously earmarked funding had not been deducted by the SFC, but had been folded into the main teaching grant. The programme would not be sustainable without continuing support from the main teaching grant
- The proposal to remove Research from the Centre was contrary to the research-led teaching approach of the University and assurances made in 2011 that it was not the intention to change terms and conditions of employment of staff.
- The proposed expected hours for staff did not reflect the work involved in managing programmes and course preparation and delivery.
- The proposal for administrative re-organisation and reduction of Managerial Professional and Administrative staff and Technical staff was considered would be detrimental to the operation of the Centre.

- The proposals had been established in response to a decision made in 2011, that the Centre would be required to become self-funding within a three year period. It was highlighted that, during that period, the Centre had lacked consistent leadership and that, under those circumstances, the timescale for achieving a position by which the Centre was self-funding was unreasonable. Ms Heath had been in a difficult position having not long been in post when required to develop the proposals.
- Access students faced a range of barriers to higher education and were taught and supported in a different way from those studying Open courses. The proposal for credit for entry Access Pathway which would bring these cohorts together was potentially damaging to the experience for Access students.

Staff from the Centre accepted the need for value for money, but were keen to see the proposals revisited, allowing a year to for consideration in more detail, including consultation with staff.

In response to the further information provided, Council of Senate remained concerned about a number of aspects of the proposals. There were misgivings about the proposal to focus on Liberal Arts and no longer deliver Science, Technology, Engineering and Mathematics (STEM) Subjects including the Access to Science course. The Access to Science route was reported to attract relatively small numbers of students and numbers had been declining. Council of Senate were interested to find out whether the small numbers were due to a small market, or whether there was not enough being done to recruit to this programme.

The proposal to sever Research and Learning and Teaching ties when it was important elsewhere in the University was questioned. Ms Heath responded that the view had been that Research, if returnable in the REF, should be done through a School or Research Institute with the infrastructure and income to support that activity.

Members of Council of Senate expressed concerns that the teaching of Access students would be less effective if teaching was combined with those studying other courses. Dr Kane put the view that there was a risk that this would weaken the peer support system that Access students had developed amongst themselves. Ms Heath reported that there were plans to enhance the support available through tailored study skills support and online resource development and also through the application phase to help students make the right course choices.

It was noted that the Principal had been appointed to the Scottish Government's Widening Access Commission and he was asked to comment on the view the Commission would take. He reported that, whilst he could not speak on behalf of the Commission, the Government's aim was to increase widening access, and that therefore it was likely that the activity at all Universities including the University of Glasgow would need to be scaled up. The widening access activity across the University needed to be considered to determine how to increase on current numbers. It was expected that the Widening Access Commission would report in one year's time.

Professor Coton reminded Council of Senate that the decision made by the review group in 2011 had been not to close the Centre because of the social impact it would have on the broader community. The University had a responsibility and was committed to delivering widening participation; however the programmes offered by the Centre had a smaller percentage of students from the lowest socioeconomic groups than the University's mainstream undergraduate programmes. It was also reported that 56% of students from the Centre already had an undergraduate degree or higher qualification and therefore there was a clear need to restructure the programmes and change the emphasis.

Clarification was sought about how the courses were publicised as there had been unsuccessful attempts to find the courses from the University's homepage by members of Council of Senate. It was reported that the Centre's web pages were easily accessible from searches external to the University web pages, but that work was underway to improve the navigation to the Centre's pages from the University homepage. It was acknowledged that marketing could be improved; work was underway in this regard.

Questions were raised about the SFC funding and whether the students from the Centre for Open Studies were eligible to be returned in the student numbers. Professor Juster reported that the funding previously received by the Centre had been diverted from other teaching units, and that the SFC, had in the past, required much more detailed returns than was currently the case, although there were certain presumptions that the funded places should be used to fund standard credit bearing courses. SFC funding was based on credit bearing full-time numbers, and therefore some Open Studies students would be included in the student number return. It was clarified that the number of adult learners reported in the University's Outcome Agreement with the Funding Council represented a figure provided for information and not a commitment. Some members put that view that conflicting statements were being made regarding whether or not the proposals had been developed for financial reasons.

Delivery of Access Programmes and Lifelong Learning courses were considered to worthwhile activity - Members of Council of Senate felt strongly that, as a civic public body in a deprived area of Scotland, Adult Education was particularly worthwhile and should be supported. It was noted that the University also maintained other activities that were not core research or teaching, such as the museums.

The Principal reassured Council of Senate that community education and widening participation were a key priority for the University and reiterated and that the proposals were not about closing the Centre, but about continuing its activity in the most effective and efficient way. The need to be as effective as possible in all areas of the University's activity was acknowledged by Council of Senate and it was highlighted that the funding in question was the equivalent to 10 lectureships and therefore there needed to careful consideration in terms of the academic strategic priorities for the University and the most effective use of resource.

There was general consensus that decisions about the proposals should not be made quickly and that resources for Access provision should remain as they are until further time has been given to consult with staff and consider the most appropriate way forward for the Centre. There were recognised issues with the leadership of the Centre since 2011 and it was evident that there was synergy between the Director of the Centre and staff in terms of vision for the future of the Centre.

It was agreed that the recommendation to Court be that Council of Senate strongly endorsed Community Education and Access Courses and that there should be further discussion about how to best deliver the widening access component of Open Studies given the University's other activities in this area. Council of Senate would encourage the Centre to look at how to make Access courses more efficient and effective. However, the decisions should not be made until further time has been allowed staff from the Centre and other areas of the University to further develop plans over the coming year. Consideration should be given to the proposed loss of STEM Subjects, how research could be best supported for existing R&T staff, and how marketing of the courses could be enhanced. The Centre should, however, not be constrained if it wished to reshape its community education provision to make it more attractive and focused. An interim report would be provided for the Council at its December 2015 meeting.

3. New University Strategy

Senior Vice-Principal, Professor Neal Juster, presented the draft new University Strategy to Council of Senate. The draft Strategy would be submitted to Court at its meeting on 24 June for approval.

Professor Juster reported progress on the Key Performance Indicators (KPIs) identified in the last strategy. Generally, the University had performed well against KPIs however; there had been some slippage in terms of ranking amongst the Russell Group in respect of Research income per FTE. Levels of satisfaction reported in the student barometer had also decreased; however, the levels of satisfaction remained high (87.5%) and were ahead of most other Russell Group institutions.

It was reported that the final draft had been produced following more than a year of consultation. The consultation had identified that People were the most important factor and that the University should remain broad bases but with more focus in areas that are truly world class. The key values had been identified:

- Passionate - About research, teaching and the pursuit of knowledge
- Professional - In our work and our treatment of others
- Progressive - Enhancing society, the economy and the environment.

The vision identified in the new strategy was: A world class, world-changing university. There was emphasis on making a difference through three key strands:

- People: Bringing inspiring people together
- Place: Creating a world class environment for learning and research
- Purpose: Discover and share knowledge that can change the world

In terms of the KPIs for the 2015-20 strategy, seven Primary KPIs that are central to the achievement of the strategy had been identified: Staff engagement, undergraduate satisfaction, international population, PGR population, output quality, research income and cash generation. These primary KPIs would be supported by an additional 14 further KPIs.

Three work streams had been identified. Work stream one - Empowering People - was focused on developing a high performance culture and to align behaviours and ambitions with strategic objectives. It was reported that in terms of staff engagement, there would be identification of positive practices to improve engagement, including internal communications and P&DR; there would be a review our internal communications strategy and consideration would be given to increasing face-to-face communication, improving meeting management, encouraging informal praise and delivering an 'Email Code of Practice'.

Work Stream 2 - Focus - would concentrate on maintaining a broad base but investing in areas of excellence including refinement of teaching and research portfolio and greater alignment of strategy and resource. The focus of Work stream 3 - Agility - was streamlining policy, oversight and approval processes. Eliminating overly burdensome bureaucracy and mapping of administrative support to staff and student needs.

Council of Senate welcomed the draft Strategy and was pleased to see that the issues identified in the staff survey had been picked up in the development of the new Strategy. Reassurances were sought that further detail and discussion would be made available in respect of Work stream 1.

It was reported that each Work stream would have both an academic and a non-academic focus and that there would be engagement with as many people as possible. It was highlighted that one of the areas of concern identified through the staff survey, was the perception of Senior Management Group (SMG) and that as a result, all members of SMG would now have a yearly 360-degree appraisal.

4. Budget

Senior Vice-Principal, Professor Neal Juster, provided a presentation on the University's draft Budget for 2015/16 and four-year financial forecast. The final draft Budget would be submitted to Court for approval on 24 June 2015. It was reported that the budget set the University where it needed to be for the coming period: there was a £15M surplus, which was the level needed to support the Estates Strategy. The surplus forecast for next year was £11M, rising again to £15M in 2016/17. The drop in surplus was due to investments. In order to face the future challenges it was considered necessary to be a fixed state in terms of surplus.

Priority areas for investment for 2015/16 were:

- Targeted research leadership in all 4 colleges
- Support for new teaching activities
- Targeted reductions in Student Staff Ratios – particularly in the Adam Smith Business School
- Teaching administration support
- LKAS fellowships and KE fund
- Business intelligence/data warehousing
- Development campaign

Key features that would affect the budgetary position in the next four years were the balance between salaries and overseas fees. Initiatives identified to help increase income included growth in overseas student numbers and increasing the price of high demand courses, introducing new full fees, development of marketing and the expectation that online learning would be a bigger part of the portfolio of courses. The biggest risks were considered to be around funding decisions and overseas demand.

In discussion, it was reported that it was not clear how removing the cap on student numbers in England and the rest of the UK would impact the University of Glasgow. Some increase in commercial income was expected, although this was only a small factor.

5. Education Policy & Strategy Committee: Report from the meeting held on 29 April 2015

Council of Senate received a report from the Education Policy and Strategy Committee from Professor Coton, Vice Principal for Learning and Teaching.

5.1 Double Award: MSc in International Security, Intelligence and Strategic Studies

Council of Senate endorsed the proposal for a double award: MSc in International Security, Intelligence and Strategic Studies with Charles University. It was noted that the Council had previously endorsed this programme as a joint degree, but at the time University of Glasgow approved that award, approval had not secured from one of the partner institutions. The proposal had to be revisited by the awarding bodies, the third partner, OTH Regensburg were on board as a programme delivery partner rather than as a degree awarding partner.

5.2 Arrangements for future joint degrees with Singapore Institute of Technology

Council of Senate noted that arrangements for future programmes with Singapore Institute of Technology (SIT) would be reshaped as joint degrees as the SIT has recently gained autonomous university status and had begun to award its own degrees. This would affect the five University of Glasgow degree programmes currently delivered in partnership with SIT. Any new programmes developed with SIT would also be joint programmes. Education Policy and Strategy Committee had noted that arrangements for joint degrees could be difficult to establish

as joint programmes require the same regulations to be operated by both partners and one partner must cede to the regulations of the other. As the SIT programmes were delivered at SIT it was proposed that the SIT regulations should be adopted for the joint programmes, but that they would be thoroughly reviewed to ensure compliance with the UK Quality Code and to ensure that appropriate student representation processes were in place.

5.3 Review of Course and Programme Approval Process.

Director of the Senate Office, Dr Jack Aitken, presented the recommendations of a review of the University's Course and Programme approval process.

The review was commissioned in response to concerns about the existing process being unduly involving, overly elaborate and time consuming.

The objectives of the Review were to ensure that the approval process and supporting systems were fit for purpose and consistent with the following principles:

- The process supports curriculum development
- There is maximum streamlining of processes consistent with inclusion of the necessary minimum amount of information for accountability purposes and student needs
- There is a maximum devolution of authority with the minimum number of steps to approval consistent with necessary accountability and good governance practice
- Agreed changes are thoroughly piloted
- Identification of potential developments to related systems and processes

It was noted that the proposals were in line with the commitments of the new University Strategy with respect to reviewing and streamlining policy and procedure, and a specific commitment to review the course and programme approval process.

The intended outcomes were to maximise efficiency of the approval process consistent with good practice and external requirements, to improve user satisfaction and to ensure sufficient appropriate information on course and programme is held and accessible.

The recommendations would simplify and remove stages from the current approval process. Through the implementation period, authority would be delegated to Schools to approve their own courses and Colleges to approve their own programmes. This would permit Schools and Colleges greater flexibility in planning their provision. At the same time, there would be safeguards in place to ensure academic standards were maintained. The recommendations also involved developing PIP, the IT system that supported the approval process, to improve its user-friendliness. Consideration would be given to extending the functionality of MyCampus to support the course and programme approval process. As a first step, a specification would be prepared and an estimate of the resource required for consideration by the MyCampus Approvals Board. It was noted that, if agreed, implementation of such a change would

necessarily take 3-5 years. In the meantime, PIP would be re-engineered to allow the simplifications of the process to proceed more rapidly.

The Council of Senate approved the recommendations.

6. Convener's Business

6.1 Commemoration Day

Members of Council of Senate and Senate were encouraged to attend Commemoration Day on 17 June 2015 and reminded of the individuals receiving honorary degrees.

6.2 Framework for Teaching Quality

It was reported that the manifesto of the incoming Government included proposals for a framework for teaching quality, linked to the review Higher Education review in England in the first instance. It was anticipated that metrics may be developed as measures.

7. Clerk of Senate's Business

7.1 Proposed amendment to the Code of Student Conduct

The Council of Senate was asked to approve a change in the Convenership of the Senate Student Conduct Committee (SSCC). In the past, there had been one or two committees required each year, but this had increased significantly and furthermore, the number of complex hearings, involving witnesses or allegations against more than one student had also increased, and there had been several cases where students have been represented at hearings by lawyers. Given this increased volume and complexity, the Senate Office had reviewed the operation of the Committee and had consulted with the SRC, including SRC Advice workers, and the Senior Senate Assessor for Student Conduct, who was present at most hearings. Currently meetings of the SSCC were convened by the Principal or one of the Vice Principals as his nominee.

Council of Senate approved the proposal that the role of the SSCC Convener be enhanced to allow them to manage the hearing more widely, ensuring that all parties present, including witnesses, are supported through the process. Conveners would work closely with the Senate Office building expertise in the process, ensuring that all parties receive fair treatment. Council also approved that four additional SSCC Conveners be appointed from experienced staff of the University. Further developments to improve the process were also being pursued.

8. University Court: Communications from the meeting held on 15 April 2015

The report from the University Court meeting on 15 April 2015 was noted for information.

9. Intimations

The Council of Senate stood in silence to mark its respect for Charles Kennedy, Rector from 2008 to 2014, Alumnus and President of Glasgow University Union from 1980 to 1981 and for former members of Senate whose deaths had been announced during the session:

Professor William Ranulf Brock

Fellow of Selwyn College 1947–2014 and Professor of Modern History at the University of Glasgow 1967–81. He died on 12 November 2014, aged 98 years.

Professor Brock studied at Christ's Hospital and Trinity College, Cambridge, before joining the army during the Second World War and serving in Jamaica. He was briefly an assistant master at Eton College before becoming Fellow of Selwyn College, Cambridge, from 1947 until his appointment to the Glasgow Chair twenty years later.

Originally a student of British political history, Professor Brock became increasingly interested in the USA and wrote a number of influential monographs including *The Character of American History* (1960) and *Scotus Americanus* (1982). In 1976 he set up the Denis Brogan Centre at the Department of History, as a focal point for the study of American history.

Professor (Emeritus) Cathair ('Cathal') Ó Dochartaigh,

Emeritus Professor of Celtic at the University of Glasgow, Professor Cathair ('Cathal') Ó Dochartaigh, died on 14 February 2015 at the age of 72.

Professor Ó Dochartaigh was appointed to the chair of Celtic at the University of Glasgow in 1996, a position he occupied until his early retirement in 2004.

He graduated from Queen's University Belfast, with a BA in Celtic Studies in 1965. During his degree he learned Scottish Gaelic and Welsh. He gained qualifications in General Linguistics (1966) and Phonetics (1967) at the University of Edinburgh and was employed there as Assistant Lecturer with the Linguistic Survey of Scotland (1966-69). In 1972 he completed a postgraduate MA thesis at Queen's University Belfast on the phonology of Ros Guill Irish. In 1969 he was appointed to a lectureship in Celtic in the University of Aberdeen, where was later awarded a PhD on the basis of his doctoral thesis on 'Dialect Differentiation in the Irish of Ulster'.

Professor Dudley Knowles

Professor Dudley Ross Knowles gained an M.Litt. from the University of Glasgow in 1974 and became Professor of Political Philosophy. He taught at the University from 1973-2011.

While lecturing at the University of Glasgow, Dudley Knowles was also Head Warden in Queen Margaret Halls of residence. He built a reputation as a leading political philosopher and Hegel Scholar. His book *Political Philosophy* (2001) remains a widely read textbook and *Hegel and the Philosophy of Right* (2002) contributes greatly to the field.

Professor Dudley Knowles retired in 2011 and moved to Sussex. He died on 26th October 2014.

Professor Andrew MacMillan,

Andrew MacMillan (1928-2014) was Professor of Architecture at the University and Head of the Mackintosh School of Architecture, 1973 to 1994.

MacMillan studied at Glasgow School of Art while working for Glasgow Corporation's Housing Department and the East Kilbride New Town Development Corporation during the 1950s. He joined the architects Gillespie, Kidd & Coia in 1954 and became a partner in 1966. During this time MacMillan co-designed St Peter's College seminary in Cardross - a building considered by some to be a modernist masterpiece. He continued to work as a consultant architect after leaving the firm in 1988.

Among many awards, MacMillan won the RIBA Award for Architecture on four occasions and the Royal Scottish Academy Gold Medal in 1975. He was a member of several public bodies, including the Scottish Arts Council, 1978 to 1982, and he was awarded the OBE in 1992.

Professor MacMillan passed away on 16 August 2014 aged 85.

Professor Sally Solomon

In 1972 Sally, who was a postgraduate student of Bob Aitken, began a long career in the broad area of egg quality in birds and reptiles, out of which the Poultry Unit at the Vet School developed. She was appointed to Professor of Poultry Science in 1995, the first female Professor in the Vet School as part of the University. In 1999 the unit spread its influence beyond science when Sally curated her first exhibition of art inspired by electron microscopy, in the Hunterian Museum.

Professor Sally Solomon passed away on 25 February 2015, following a short illness.