

WEB COPY

Court

Minute of Meeting held on Wednesday 10 October 2018 in the Senate Room, Main Building

Present:

Cllr Susan Aitken Glasgow City Council Assessor, Mr Dave Anderson Employee Representative, Mr Aamer Anwar Rector (to item 8 inclusive), Ms Heather Cousins Co-opted Member, Professor Lindsay Farmer Senate Assessor, Mr David Finlayson Co-opted Member, Professor Carl Goodyear Senate Assessor, Professor Nick Hill Senate Assessor, Dr Simon Kennedy Senate Assessor, Professor Kirsteen McCue Senate Assessor, Dr Morag Macdonald Simpson General Council Assessor, Mr David Milloy Co-opted Member, Mr Ronnie Mercer Co-opted Member, Dr June Milligan Co-opted Member, Professor Sir Anton Muscatelli Principal, Mr Elliot Napier SRC Assessor, Ms Elizabeth Passey Co-opted Member (Convener of Court), Ms Lauren McDougall SRC President, Mr Gavin Stewart Co-opted Member, Dr Ken Sutherland Co-opted Member Ms Lesley Sutherland General Council Assessor, Dr Bethan Wood Senate Assessor

In attendance:

Dr David Duncan (Chief Operating Officer [COO] & University Secretary), Mr Robert Fraser (Director of Finance), Professor Neal Juster (Senior Vice-Principal and Deputy Vice-Chancellor), Ms Deborah Maddern (Administrative Officer), Professor Jill Morrison (Vice-Principal & Clerk of Senate), Ms Christine Barr (Director of HR), Professor Frank Coton (Vice-Principal Academic and Educational Innovation) (for items 1-5 & 7.14), Mr Chris Green (Chief Transformation Officer CTO)

Apologies:

Members: Mr Graeme Bissett Co-opted Member, Ms Margaret Anne McParland Employee Representative, Ms Elspeth Orcharton Co-opted Member

CRT/2018/1 Announcements

Lauren McDougall, SRC President, and Professor Jill Morrison, VP and Clerk of Senate, were welcomed to their first meeting. Professor Carl Goodyear was welcomed back as a Senate Assessor, having been re-elected to Court over the summer. Ms Christine Barr, Director of HR, Professor Frank Coton, VP Academic & Educational Innovation, and Chris Green, CTO, were welcomed as attenders for the present meeting.

Elliot Napier was attending his final meeting. Court thanked him for his contributions to Court business and wished him well.

There was the following declaration of interest in relation to business to be conducted at the meeting: Professor Sir Anton Muscatelli as a Trustee of USS, as an ongoing declaration, given the updates on the triennial valuation of the scheme.

It was recorded that Professor Dame Anna Dominiczak, V-P/ Head of College of MVLS, had briefed Court at the pre-lunch briefing session. It was also recorded that Court's annual strategy day had taken place on 28 September; members who had attended, and the organisers, were thanked.

Court was reminded that papers and business were confidential.

CRT/2018/2. Minutes of the meetings held on Wednesday 20 June 2018

The minutes were approved.

CRT/2018/3. Matters Arising

There were no matters arising.

CRT/2018/4. Learning and Teaching Strategy

Professor Frank Coton updated Court on the Learning and Teaching Strategy, including performance against Key Performance Indicators, which were noted by Court.

Court received details of the recent NSS outcomes, including an analysis of the effect of industrial action on NSS overall satisfaction rates. Court heard that the approach to NSS outcomes had been refined, with Colleges now planning on a three-year rolling basis so as to respond to NSS trends rather than potential one-off effects. The introduction of the Student Experience Committee and improved Business Intelligence were also contributing to improving outcomes.

With regard to Assessment and Feedback, a key area for action arising from NSS scores, Court noted that an Assessment and Feedback Toolkit was now being developed further, to make it easier to use. A Student Feedback Partnership Model had also been deployed and there had been follow-up on use of feedback calendars, with a focus on timeliness. An Assessment and Feedback Transformation (World Changing Glasgow) Project was underway, to support academic staff in carrying out best-in-class assessment and feedback more efficiently and effectively, improving the student experience. There was also an Enrolment Transformation Project under development, given that advice on course selection was a significant negative area in the NSS feedback, particularly in some academic areas. Organisational aspects related to class sizing and timetabling were also being looked at in this context.

With regard to progression, continuation and completion, Court heard that over the last eight years, a number of interventions had been made to support improved continuation and completion, including: mathematics support, writing support, targeted support for Multiple Deprivation (MD) students and the establishment of a Retention and Success Working group and Transitions working group. The data warehouse offered new levels of insight, for example by enabling detailed analysis of student cohorts' progression rates, to optimise support and curriculum development.

In terms of initiatives on the physical estate, Court heard that the University was continuing to evolve and roll out (more widely across the campus) teaching room designs aligned to the Learning and Teaching Hub model. The Academic Steering Group was developing a teaching spaces refurbishment (5-year) plan. A Virtual Desktop Infrastructure (VDI) laptop loan scheme in Library had been highly successful.

Court was updated on the Blended and Online Learning Development Project (BOLD), whereby the SMG had invested in an online learning initiative to develop Masters-level programmes with high market potential, aligned to the University's strengths; and on online, on-campus courses to help create a more flexible learning environment. Between 2014 and 2017 there had been a 100% increase in online distance learners, with the BOLD programmes accounting for around two thirds of current enrolments. Phase 2 of the initiative involved the University entering into a non-exclusive partnership with an educational services provider to help scale up the online provision and the establishment of a central Digital Education Team to support the activity.

In parallel with the BOLD investment, SMG had made a smaller investment in the development of Massive Open Online Courses (MOOCs). There was now a portfolio of around 14 active MOOCs, with another seven under development. Since 2013, more than 300,000 learners had studied on University of Glasgow MOOCs, which were now contributing to almost every aspect of academic life including student recruitment, research and impact, Undergraduate teaching, CPD and public outreach.

Areas of focus for the coming year included a review of the curriculum to look at the benefits of

flexibility; work in the area of graduate attributes and employability, given the importance nationally of the skills agenda; and further development and roll out of active learning facilities and methodologies.

In discussion, Court heard that the refinements to cohort analysis would include linking outcomes to course choices and also to entry tariff, to reduce course combinations that were not successful for students. The key driver was to provide skills that would enable graduates to thrive in employment. There was a balance to be struck between providing support where metrics showed progression problems, and allowing flexibility of choice, while ensuring that combinations of courses that did not work well for students did not continue. Business intelligence and data were helping the University to understand the issues and take appropriate action. Court also heard that the World Changing Glasgow enrolment project under development would look at many aspects of these areas, including the role that configuration of existing IT systems had in affecting student choices, and how the ability to segment intakes at an early stage might help students avoid hitting progression problems later in their courses.

Court thanked Professor Coton for the briefing.

CRT/2018/5. Annual Report for the Scottish Funding Council – Institution Review of Quality Academic Year 2017-18

Court had received a copy of the University's draft annual report to the Scottish Funding Council (SFC) on institution-led review of quality for 2017-18. The contents were specified by the SFC. The statement summarised activity undertaken by the University in reviewing its provision for students, including: Periodic Subject Review; annual monitoring, course evaluation and Graduate School review; professional, statutory and regulatory body (PSRB) activity; the University's strategic review of student-related services; and reflective overview, including the University's use of contextual information such as performance data and data from student surveys, both external and internal.

Having noted details of how the University assured the effectiveness of arrangements for maintaining academic standards and quality, Court agreed that the Convener of Court could sign off the required statement of assurance.

CRT/2018/6. Report from the Principal

With great sadness, the Principal reported to Court the passing of Sir William Kerr Fraser, who had died on 13 September 2018. The following tribute was recorded:

Sir William was a tremendous servant of this University. A student, an SRC President, a graduate, Sir William was appointed Vice Chancellor and Principal of the University of Glasgow in 1988, serving in that capacity with distinction until 1995.

Over the seven years in office, he steered the University through a period of change and challenge which included reductions in government funding and calls for Universities to show greater accountability for their teaching and research. Many of the issues that define HE institutions today were taking shape then, and under Sir William's leadership the University more than rose to meet the challenges of the ways universities were expected to be run and perform.

Sir William became Chancellor of the University in 1996, a role he held with his customary grace and modesty until 2006. Both as Principal and Chancellor, he would gain great strength and support from his wife, companion and co-worker, Lady Marion Fraser, KT, who died on 25 December 2016. Together they forged a fantastic partnership that was fuelled by a genuine love of the University, and which enabled them to create a sense that we belonged to a University family.

A man of immense integrity, sense of duty, and commitment to public service, he was trusted and

commanded respect across the University community and far beyond.

In mourning his loss, I would wish Court to record and acknowledge the great debt we owe to Sir William, one of this University's most distinguished and beloved servants.

Court paid tribute to Sir William and expressed its gratitude for his life and contributions. Court also paid tribute to Lady Marion Fraser.

CRT/2018/6.1 Transformation (World Changing Glasgow) Programme

Following the appointment of the Chief Transformation Officer earlier in the year and recruitment of the team to develop and drive the programme, Court now received a briefing paper and draft strategy for the programme. The CTO Chris Green attended the Court meeting to present key points and to invite Court's input.

The ambition for the World Changing Glasgow programme was to be the catalyst for pioneering change and enabling excellence across the University. The programme would identify, innovate and deliver initiatives that shaped the future needs of the people and the environment, preparing the University community, systems and processes to meet those needs. Court received details of progress on current projects, the first two of which related to HR Recruitment Review and Assessment and Feedback. These two projects were under way, with good progress being made. Three further projects – covering Learning and Teaching Hub, Professional Services and the End-to-End Student Journey – were being set up. The early stages involved scoping the outcomes, benefits and resources required to deliver the projects.

A high-level timeline, the major risks and challenges to delivery, budget details and a current delivery 'health status' summary were noted. Court also noted that good communication and engagement were critical, with programme awareness work being undertaken across the institution. Making sure there was continual feedback from the audience so that communication and engagement were genuinely two-way, was an essential element of the approach.

In discussion, suggestions were noted as follows: that the document wording might be reviewed to ensure that references to operational staff and communications with staff were fully covered, and that statutory responsibilities in the widest sense, including equality and diversity matters, were included. In response to questions, Court heard that:

- improved staff and student experiences would be a measure of success for projects;
- consultation and engagement would be part of projects, with consistency across projects an important factor for this element;
- the programme's governance board would review progress on the early projects and prioritise future ones subject to team capacity;
- while the strategy kept descriptors of projects at a relatively high level, each would have a more detailed business case including a cost-benefit analysis;
- the team were mindful of the critical nature of good communications and engagement, and the need to sustain these; and
- best practice including new ways of working were being looked at carefully and implemented where these would benefit the programme – this included participating in external networks to gain insight into optimal practices.

Mr Green was thanked for the briefing.

CRT/2018/6. 2 Student Admissions including RUK

Court noted details of admissions to the University for 2018/19, for Undergraduate and Postgraduate (PGT), RUK and International students.

Court noted that with regard to MD20/40 intake, a Commission on Widening Access (CoWA) target for full time MD20 students had been introduced in 2018. The University's expected numbers were predicted to be close to the target. With an increase to the CoWA MD20 target in 2019 but no corresponding rise in MD20 applicant numbers expected, the University would have to consider alternative strategies. Court noted that the sector was pursuing a more collaborative approach, including dialogue with the government about approaches.

With regard to RUK intake, because some applicants had not met offer conditions and because of a highly competitive Clearing period, the University had not met its target in this area. With a decreasing 18 year-old population in England and English universities being uncapped, recruitment activities were being examined to try to mitigate the impact of these factors on future RUK entrant numbers.

Court heard that international recruitment was becoming increasingly competitive and that while the University was in a strong position, it was a priority area which required constant monitoring.

CRT/2018/6.3 Universities Superannuation Scheme USS/Pensions update

In June, Court had heard that the Joint Expert Panel (JEP) had been formed, with three members from each of UCU and UUK and an independent expert chair. The JEP's role was to examine the valuation of the USS, including providing an assessment of the methodology, assumptions and process underpinning the valuation. It was tasked with agreeing key principles associated with the future approach of the UCU and UUK to the USS valuation. It had explored the scope for possible adjustments to the methodology, which would allow the valuation to be concluded.

The JEP had gathered evidence over the summer. Its first report had been published in September. The Panel had recommended a number of areas where adjustments to the 2017 valuation should be considered by USS as Trustee. These included a re-evaluation of the employers' attitude to risk, maintaining a higher reliance on the employer covenant, and a greater consistency of approach between the 2014 and 2017 valuations, which would affect the scale and timing of deficit recovery contributions. The JEP had also referred to recent market improvements and data on mortality.

Meanwhile, the statutory employer consultation by USS on proposed changes to employee and employer contributions was under way, inviting input from members potentially affected by them. Those affected were being invited to respond on the proposed cost sharing provisions, the proposed schedule of phasing in of higher contributions and the removal of the employer match from 1 April 2019.

The publication of the JEP report had set the scene for a complex series of consultations with both UUK members and within UCU. Much would also depend on the response by the Trustee, and the situation would evolve quickly in the coming weeks. UUK had initiated a consultation with USS's participating employers, on the JEP recommendations. Court noted details of the University's response.

Court would be kept updated at future meetings.

CRT/2018/6.4 Higher Education Developments

Brexit

In June, Court had heard that there were ongoing discussions with the UK Government about the future of the UK's participation in the European Research and Innovation Area. The European Commission had at that time presented its proposals for Horizon Europe (FP9), which set out the rules on third-country association, giving the UK the option to negotiate association to Horizon Europe. However, this was subject to the Brexit negotiations. Since then, there had been a Russell Group delegation visit to Brussels to discuss the sector's prospects for participation in Horizon Europe. This

was clearly very dependent on the overall Brexit withdrawal agreement negotiations and on other contingencies, therefore detailed planning by the sector was currently very difficult.

Court would continue to be kept updated. It was agreed that the Finance Committee should maintain a watching brief on European project funding.

Court noted that EU staff affected by Brexit were being assisted as much as possible by University services, for example with regard to residency.

Post-18 Funding Review in England

At previous meetings, Court had heard about the current funding review in England. The Department for Education had confirmed it would not report back until a ruling from the Office for National Statistics (ONS) had been issued on how student loans should be treated in the national figures on deficit and debt. This could potentially re-write the public cost of student finance. ONS was now expected to publish in December. The review into fees would take into account the findings and report back to the government in the new year. This would delay a decision on policy.

Migration Advisory Committee's Reports

The UK Government's Migration Advisory Committee reports on EEA Migration and International Students had been issued in September. The reports had been disappointing reading for the sector, but it would continue to lobby the government on the issues. The Russell Group was lobbying for a liberal regime of a European Skills Permit in the event of a Brexit which did not allow freedom of movement.

CRT/2018/6.5 League Table Rankings and NSS

At the June Court meeting, members had noted details from three League Tables: the UK's Complete University Guide (in which the University had moved up to 24th from 27th); the Guardian league table (down one place to 24th); and the QS table (down to 69th from 65th). Since then, the University had been placed 93rd in the THE World Rankings, compared to 80th in 2017 and 88th in 2016. The reason for the fall in rank position was largely due to the Teaching pillar, driven by number of Doctorates awarded.

In The Times and Sunday Times Good University Guide 2019, the University had risen three places to 17th in the UK rankings. The University had also remained in second place in the Scottish rankings and moved up two places from 14th to 12th in the Russell Group. At the Court Strategy Day, Court had received a full analysis of League Table performance and how it related to KPIs.

At the end of July, the National Student Survey (NSS) outcome had been published. The University had achieved excellent results: overall, the University had been rated joint first in the Russell Group and joint second in Scotland. USS scores for Assessment and Feedback had risen from 68.6% last year to 69.3%, with improvements in the areas of "criteria used in marking being clear" and "marking and assessment being fair". Assessment and Feedback was one of the priority workstreams for the World Changing Glasgow programme.

CRT 2018/6.6 Key Activities

Court noted a summary 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/2018/7. Report from the University Secretary

CRT 2018/7.1 Review of Court Effectiveness

Over the spring and summer, Liz Winders had facilitated a review of Court. Ms Winders had attended Committee and Court meetings, reviewed paperwork, analysing questionnaire responses from a form circulated to Court members and attenders, and met individually with some members of Court. The draft report had been considered and approved by the Court Governance Group, chaired by the Convener of Court.

Court approved the report, subject to the addition of a timescale for implementation of the recommendations and to risk appetite discussions being taken forward initially by SMG, rather than by the Audit & Risk Committee as had originally been suggested in the report.

Court would be kept updated on progress in implementing the recommendations. The Annual Schedule of Court business would also be reviewed to ensure reflected the contents of the report.

At the request of Professor Hill, Dr Duncan agreed to review how Court was sighted on the work of the Information Policy & Strategy Committee.

CRT 2018/7.2 HE Governance (Scotland) Act 2016

A Court-Senate working group had been set up to look at options for the various staff memberships of Court, including members from Senate, the Trade Unions and the wider staff body. The intention as expressed by Court in the past had been to keep as close to current arrangements as possible, with 11 'internal' members and a total of 25 members, at the same time as being compliant with the 2016 Act.

In order to provide for two Trade Union nominees (one academic and one 'support staff' in the nomenclature of the Act), a proposal would be made that the number of academic staff elected members (currently titled Senate Assessors) reduce from 6 to 5 and that one member of professional services staff be elected, rather than two Employee Representatives as at present. This arrangement maintained the current balance and, moreover, ensured that there would always be two members of professional services ('support') staff on Court.

The Trade Unions had been in favour of electing two professional services staff members (in addition to the two Trade Union-nominated members), thereby increasing the membership of Court by one; the working group had not been supportive of this proposal. Consultation was being finalised with the Trade Unions. Dr Duncan advised that Margaret Anne McParland, who was not able to be at the present meeting, remained supportive of increasing professional services representation on Court from current levels. A comment was noted that such an approach might help to increase diversity on Court, if any increase to Court membership were restricted to certain grades of staff e.g. grades 1-6.

The proposals regarding academic staff members had been agreed by the Council of Senate, together with a modernising of the nomenclature to 'Elected Academic Staff'.

A full paper would be brought to the December Court meeting. It was hoped that the changes could be implemented with effect from August 2019. Ahead of this, and in the absence of David Anderson who left the room for the decision, Court approved the terms of office of the two Employee Representatives on Court, David Anderson and Margaret Anne McParland, being extended to 31 July 2019 to allow a smooth transition to the new arrangements.

CRT 2018/7.3 Mental Health

At previous meetings, Court had been updated on developments in the University's provision in this area, including the setting up of the Mental Health Working Group, its action plan, and progress covering both staff and students. The main areas of progress had been: specialist provision; training of non-professionals across the institution; and general awareness-raising. There had been recruitment of

additional posts in Counselling and Psychological Services and training of additional mental health first aiders across the institution.

As noted at the Court Strategy Day, for the first time in several years, the academic session had begun with no waiting list for student counselling appointments. A back-up telephone and online counselling service had also been introduced. More information about staff mental health was hoped to be obtained from the staff survey.

CRT 2018/7.4 Gender Based Violence

Dr Duncan reported that an online tool was now in place for reporting of any Gender Based Violence or harassment and bullying allegations; the facility allowed for anonymous reporting.

CRT 2018/7.5 Pay dispute

Ballots were underway for possible industrial action over pay. UNISON (aggregated ballot) and UCU (disaggregated ballot) were currently consulting their members. The employers had indicated that 2% or £2,425 (whichever was greater) was their final offer.

CRT 2018/7.6 Road Safety

At the June Court meeting, members had heard that the University had been in discussion with Glasgow City Council about how improvements might be made to road safety in the vicinity of the campus. At that time, road safety arrangements were being reviewed at the junction of University Avenue and Kelvin Way. The Health, Safety and Wellbeing Committee report for the present meeting indicated that University Avenue had had road markings refreshed and new signage put in place. There were also plans to widen pavements, introduce a 20mph speed limit and alter the junction at the University's main gatehouse on University Avenue.

CRT 2018/7.7 Court Strategy Day 28 September

Court's annual strategy day had taken place on 28 September. The event had provided an opportunity for Court to contribute to development of the new strategic plan and other areas of key strategic importance, including public engagement activity, reputational matters, and work around league tables. Court had also received a briefing on the Institute of Health & Wellbeing, ahead of the business case for the Institute's new building going through the Capex application process; a session from expert externals, relating to research and innovation; and brief overviews on the work of the Student Experience Committee and first impressions from the new VP Corporate Engagement and Innovation.

Messages from the day would be collated and taken forward via SMG and through other governance structures. Court members would receive a summary of the day's outputs.

CRT 2018/7.8 Remuneration Committee business

The Convener had asked the SRC President and the chair of the Remuneration and HR Committees if they thought that members of senior management should leave the room for this item. The response had been that this was unnecessary, given the nature of the item and that individuals' remuneration details were not being discussed.

Remuneration Committee would conduct the annual review of the salaries of SMG members later in the year. In line with established practice, it would submit minutes of that meeting to Court, summarising the decisions it has made and setting out the underpinning rationale. Following the revision to membership agreed by Court to include student and staff representation, an SRC and a staff representative had been appointed to the Committee. In line with discussion at the March meeting of the

Committee, there had been dialogue with union representatives to raise awareness of the presence of a staff representative on the Committee, and a subgroup of the JCCN was being consulted with regard to obtaining staff input to the process.

Ahead of the review, Court was invited to approve the approach to be adopted by the Remuneration Committee. The principles set out had remained constant over recent years and had also been reviewed in the context of the new Code of Good HE Governance. Remuneration Committee had confirmed its ongoing agreement to, and support of, these principles at its last meeting.

Court approved the approach, subject to it being made more explicit that a median salary multiplier would be used; Ms Barr confirmed for the sake of clarity that this approach was already the one used.

It was agreed that Remuneration Committee should keep under review the salary differential between the highest and lowest paid Professorial staff, particularly in the context of the gender pay gap. Court already received details of the Professorial and senior staff salary ranges as part of the annual review information. It was agreed that the differential and distribution referred to, and gender pay gap data, should be captured within this information and provided to Court.

CRT 2018/7.9 Nominations Committee business

Remuneration Committee

Court approved a recommendation from the Nominations Committee that Ms Kerry Christie be appointed to the Remuneration Committee, to serve for 4 years from 11 October 2018.

Audit & Risk Committee

Court approved a recommendation from the Nominations Committee that Mr David Watt serve a further 4 years on the Audit & Risk Committee, from 1 February 2019.

Investment Advisory Committee IAC

Following a recommendation from the Nominations Committee to Court, approved between meetings, Graeme Johnston had been appointed to the IAC for 4 years from 1 October 2018.

Other Committee business

Ronnie Mercer had been appointed as Vice-chair of the Remuneration Committee. The Vice-chair appointments were agreed within the relevant committees.

CRT 2018/7.10 Summary of Convener's Business

Court noted a summary of activities undertaken by the Convener since the last Court meeting. The Convener highlighted the reference to the Board Vacancies Portal Steering Group, and the role of the (now live) portal in promoting equality and diversity and allowing greater visibility of vacancies for lay members of governing bodies. She encouraged members to promote the facility, which was available at <https://www.universitychairs.ac.uk/vacancies/>

CRT 2018/7.11 UoG Sport

At the last meeting, it had been noted that there would be a review of the new arrangements within UoG Sport. The review would involve the unions. Court noted an update to the effect that a “lessons learned” exercise had been conducted, with consideration now being given to further interventions to create a warmer, more collegial atmosphere in Sport.

CRT 2018/7.12 Court Business 2018/19

Court received the Schedule of Court Business for the coming year, together with the Statement of Primary Responsibilities of Court and a list of remits/memberships of Court Committees for the

session. As discussed earlier in the meeting, the Schedule would be reviewed to include any relevant points from the effectiveness review. Reference to the Remuneration Committee report on senior pay review would be added to the December list of business. Consideration would be given as to which Court meeting would be best placed to review the Risk Register and details of risk appetite discussions, given the timing of these matters being considered at SMG.

The attendance lists for meetings of Court and its Committees for 2017/18 had been reviewed; there were no issues for action in connection with this.

CRT 2018/7.13 Senate Assessor on Court

Professor Carl Goodyear had been reappointed as Senate Assessor on Court for 4 years from 1 August 2018.

CRT 2018/7.14 Enhancement-led Institutional Review (ELIR)

This item was dealt with immediately after item 5, with Professor Frank Coton introducing the topic.

The Quality Assurance Agency (QAA), which was the UK body that monitored and advised on standards and quality in UK HE, undertook a rolling 5-year programme of Enhancement-led Institutional Review (ELIR) of all HEIs in Scotland. The main focus of ELIR was to review an institution's approach to improving the student learning experience. It also examined the institution's ability to secure the academic standards of its awards and to manage the quality of the learning opportunities provided for students.

The University had undergone its last ELIR review in 2013/14. Another review would take place during academic year 2018/19. In preparation for the exercise, the University was required to submit a 'Reflective Analysis', which was a self-evaluation setting out the strategy for enhancing and managing the student learning experience. In 2013, Court had been given the opportunity to comment on this document. Members would be offered a similar opportunity for the present review and would shortly be sent a link (provided by the Senate Office) to the draft Reflective Analysis, on which members' comments would be welcomed.

CRT 2018/7.15 Director of Research Institute / Head of School Appointments

College of MVLS

Institute of Cancer Sciences

Professor Owen Sansom had been appointed as Director of the Institute of Cancer Sciences, for 5 years from 1 August 2018. College of Science and Engineering

School of Geographical & Earth Sciences

Professor Martin Lee had been reappointed as Head of the School of Geographical & Earth Sciences for 2 years from 1 August 2019.

CRT/2018/8. Report from the Rector

The Rector advised that he wished to raise four matters.

The first related to the suicide of a student. The Rector had met the student's family the previous day. The Rector noted that the University was continuing to support the family, including through hosting a public meeting to launch a campaign related to her case. Dr Duncan expressed his gratitude to the Rector for his support of the family and advised that the University would also continue to provide support.

The second matter related to the Rector's previously expressed concerns about cases of alleged racial and sexual harassment. The Rector had spoken in confidence to Court and subsequently in more detail to the Principal and University Secretary, about an individual case. He expressed concerns that some references had been made to the matter in the press. Court noted comments from the Rector relating to progress in respect of the case. Dr Duncan updated Court on actions to date in relation to the case.

The third matter related to a complaint that the Rector had received from a group of students about academic provision and facilities. During the discussion, the Principal and Clerk of Senate left the meeting, given the possibility of their involvement at some stages of any subsequent complaint. The Rector's concerns relating to this matter were noted by management.

The fourth matter related to the Rector's references, at earlier Court meetings, to sexual harassment and abuse allegations. He was aware of a complaint made to a student union and had concerns about the processes involved, requesting that the University review the student bodies' policies and procedures. Dr Duncan advised that such a review had been started.

Court noted a summary of the University's student complaints process, from the Clerk of Senate. Court would receive complaints statistics as part of the regular annual report on this area, at its December meeting. Court noted that in terms of raising awareness of the processes available to students, and to optimise consistency of approach in terms of advice about processes, an information card had been created for distribution to staff. Other methods of awareness-raising would also be looked at, including provision of information online.

CRT/2018/9. Reports of Court Committees

CRT/2018/9.1 Finance Committee

CRT/2016/9.1.1 Finance Committee remit

Court approved a change to the Finance Committee remit, which would now include reference to the Committee's role in relation to surplus cash funds and to the long-term financial position of the University. The remit would also now include details of the number of meetings per year and the quorum. It was agreed that reference to the quorum (one third of members) should also include a proviso that at least one lay member be present. The Standing Orders that applied to all committees would be similarly amended to include reference to at least one lay member being present at meetings.

CRT/2016/9.1.2 Campus development

The Committee had received a report providing an overview of progress on the campus development. The most significant issue related to fire safety requirements potentially changing, with possible impact on both the programme and budget. The contractor was in discussion with the City Council regarding the Learning and Teaching Hub in this context. Court heard that all buildings underwent regular inspection in respect of fire safety.

CRT/2016/9.1.3 Capital Plan

The Committee had noted that capital expenditure for 2018 was significantly under budget, with actual spend of £42m against budget of £115m. The difference primarily related to reprofiling of planned expenditure into later years. The aggregate programme expenditure for Phase 1a and 1b was currently retained at the June 2018 Capital Plan level of £531m, subject to proposed additional expenditure of £7m on the Institute of Health & Wellbeing building, which would be subject to business case scrutiny in the coming two months.

The Committee had considered the long-term impact of rising USS pension costs, with a particular focus on the cumulative impact on University cash flow of potential increased contribution rates and

consequential effects on the affordability of the Capital Plan. The Committee had requested that a schedule be prepared, mapping known or anticipated decision points on USS matters against the decision points on major components of the Capital Plan over the next 12 months. This should enable the University to take account of USS cash flows in assessing affordability as part of the approval process for major capital investments.

CRT/2018/9.1.4 CapEx Applications

The Committee had considered and approved two CapEx applications: Western/New Building/Engineering - Fees Only £3m; Two Thermal Ionisation Spectrometers (ERC-ADV Grant) £2.9m. Finance Committee had noted that the application for equipment spend would only proceed if the external grant application was successful.

CRT/2018/9.1.4 Investment Committees

The Committee had noted a report on performance of endowment investments and cash investments.

It had been agreed that current governance arrangements for investment funds should be maintained, with two sub-committees. The Investment Advisory Committee (IAC) would continue in its present role with respect to endowment investments and the Investments Sub-Committee would continue to monitor the performance of cash investments together with the movement of funds from the investment portfolio into operational cash accounts. There would however be a request that the IAC reviews and offers advice on the cash investment performance which would require increased reporting to the IAC.

CRT/2018/9.1.5 Financial reports

The Committee had noted a report showing the Overview of Performance as at 31 July 2018.

The Finance Committee report was noted, including the Executive Summary of agenda items and key financial metrics.

CRT/2018/9.2 Estates Committee

The Committee had approved Capex applications relating to: EC/2018/5.2.1 Western/New Build/Engineering £3m for design team fees (Stages 2 and 3); EC/2018/5.3.1 Two Thermal Ionization Spectrometers £1.2m in preparation for an ERC advanced grant application.

The Estates Committee report was noted.

CRT/201/9.3 Human Resources Committee

The Committee had received an update from Chris Green regarding the World Changing Glasgow (Transformation) Programme, prompting a detailed discussion regarding the cultural aspects of this and the importance of actively engaging staff in the development and delivery of the programme. There had been further presentations and discussions regarding the Technician Commitment and the Glasgow Professional Behavioural Framework. The Strategic Report from the HR Director had covered a range of topics including the latest developments with regard to the USS pension scheme, pay negotiations and Brexit, as well as the launch of the bi-annual staff survey.

The HR Committee report was noted.

CRT/2018/9.4 Audit & Risk Committee

The Committee had received internal audit reports on reviews of: Capital Procurement Review; IT Disposal and Data Cleansing; Student Support Services – Mental Health; Treasury; Graduate Teaching Assistants GTA & Demonstrators Onboarding Process; and Programme Management Office PMO. The Committee had approved the finalised Internal Audit Risk Assessment and Plan 2018/19. The Committee had agreed KPIs in relation to the conduct of internal audits. The Committee had received the updated University Risk Register, noting that its format would be further revised for the next meeting. The Committee had received an update on implementation of outstanding recommendations from prior internal audits. The Committee had noted the annually-provided reports on corporate structure and compliance with the Concordat to Support Research Integrity.

The Audit & Risk Committee report was noted.

CRT/2018/9.5 Student Experience Committee

Court noted a report of the second meeting of the Student Experience Committee. The Committee's discussions had included the SEC Action Plan; a report from the Transitions Working Group; Student Mental Health Support; and Gender Based Violence. The Committee was considering having an away-day to explore more fundamental initiatives which could have a transformative impact on the student experience.

In discussion, it was clarified that the remit of the Committee did cover access matters for students who lived at home, under the 'at risk' category, but it was agreed that this would be made more explicit. With regard to the Committee's links with the World Changing Glasgow (Transformation) programme, it was commented that appropriate links would be made between the programme and the Committee in due course, where appropriate. It was noted that the Dumfries campus was referred to specifically in the Committee's action plan. Court noted a comment from Ken Sutherland about the importance of branding in embedding the work of the Committee and a comment from David Finlayson that capturing 'transformative' references and messages earlier in the meeting might assist with this.

CRT/2018/9.7 Health, Safety & Wellbeing Committee

The Committee had received: updates on the launch of the travel safety protocol, on road safety matters, on the review of the Stress Management policy and on an HSE visit; details about meetings and interactions with contractors; information about the training of Mental Health First Aiders; and a progress report on Business Continuity matters. The Committee had covered its regular range of business in reviewing reports on Occupational Health activities, audit updates, accident reporting and employee counselling. The committee would shortly be reviewing the HSW Policy.

The report from the Health, Safety & Wellbeing Committee was noted.

CRT/2018/10. Communications from Meeting of Council of Senate 4 October

Council of Senate had observed a minute's silence as a mark of respect for Sir William Kerr Fraser.

Council of Senate had: received details of the process and timing relating to an Ordinance to bring the composition of Senate into alignment with the requirements of the Higher Education Governance (Scotland) Act 2016; received updates on the University's Online and Distance Learning (ODL) Project and on Enhancement Led Institutional Review (ELIR) 2018-19; an overview of the proposed Interim Code of Practice for the Selection of Outputs, which had been developed by the Research Policy & Strategy Committee in preparation for the 2021 Research Excellence Framework; and an update on USS/Pensions dispute. Council of Senate had also heard that the University had recently published a comprehensive report into the institution's historical links with racial slavery. The report

had acknowledged that, while the University had played a key role in the abolitionist movement, it had also received significant financial support from individuals whose wealth derived from slavery in the 18th and 19th centuries. Following publication of the report, the University had agreed a proactive programme of reparative justice.

Council of Senate had received a report from the Honorary Degrees Committee concerning recommendations for the conferment of honorary Degrees in 2019. In line with the previously agreed arrangement with Senate to allow members of Court to submit observations on nominations for honorary degrees, the Clerk of Senate Professor Jill Morrison advised Court of the 2019 nominations, on a confidential basis. Members of Court could contact the Clerk of Senate should they have observations to make, by 25 October. Court would be advised when the finalised details could be made public.

The communications from Council of Senate were noted.

CRT/2018/11. Any Other Business

There was no other business.

CRT/2018/12. Date of Next Meeting

The next meeting of Court will be held on Wednesday 12 December 2018 at 1.45pm in the Senate Room.