University of Strathclyde

COURT

Minutes: 27th June 2006

Present: Dr A S Hunter, Convener of Court (in the Chair)
Principal, Vice-Principal Professor K Miller, Dr J S Bramley, Mr R Chapman, Mrs E J Currie, Mr J Fergus, Mr D Gray, Dr R M Harley, Professor G Hogg, Mr R J A Hunter, Mr J F Livingston, Mr T J Monaghan, Dr P MacKenzie, Ms K McCloskey, Ms M McGee, Ms F McMenamin, Professor M Pacione, Mrs P Ritchie, Mr D Smith, Professor A D Weir, Dr G Wilson, Mr M Wishart

Attending by invitation: Deputy Principal Professor T S Durrani, Deputy Principal Professor A Ferguson, Deputy Principal Dr R Condie, Professor B L Furman (Dean of Science), Professor C Harvey (Dean of Strathclyde Business School), Professor N Hutton (Dean of Law, Arts & Social Sciences), Professor N Juster (Dean of Engineering), Mr I R M Smith (Dean of Education)

Attending: The Secretary to the University, Mr D Coyle (Director of Finance), Mr G Roddick (Director of Estates Management), Mr W Sutherland (Director of Personnel), Professor D Law (Librarian and Head of Information Resources Directorate), Mr A Taylor (Director of Marketing & Communications), Ms S Hanson (Planning Officer), Ms K MacLeod (Assistant Director of Finance), Ms V Hunter (Senior Property Surveyor), Mr N Sturrock (Head of Centre for Sport & Recreation), Mr C Moore (Incoming Student President), Mrs G McArthur (Court Secretary)

Apologies: Chancellor, Pro Vice-Principal Professor J Love, Ms J Whitley (Deputy Secretary), Councillor Dr M Green, Professor S Gulliver, Dr P Hughes, Mr M Strachan, Dr C Vance

CM 3844 WELCOME
On behalf of Court the Convener welcomed to the meeting Mr C Moore, the incoming President of the Students’ Association; Ms K MacLeod, Assistant Director of Finance; Ms V Hunter, Senior Property Surveyor; Mr N Sturrock, Head of Centre for Sport and Recreation; Ms S Hansen, Planning Officer.

CM 3845 VICE-CONVENER OF COURT AND CONVENER OF COURT (ELECT)

Mr Monaghan and Mr Livingston were not present for discussion of this item.

1 Convener of Court (Elect)

It was known that session 2006/07 would be Dr Hunter’s last year as Convener of Court and that a successor needed to be identified. The Sub-Group established by the Convener of Court Nominations Group had identified a successor and had consulted Court members on this matter. Following this consultation, and on the recommendation of the Convener of Court Nominations Group, Court

RESOLVED that Mr J F Livingston be appointed Convener of Court (Elect) for the period 1 August 2006 to 31 July 2007, and thereafter to become the Convener of Court with effect from 1 August 2007.
.2 Vice-Convener of Court

Under the terms of Statute XIII.6, and on the recommendation of the Convener of Court Nominations Group, Court

RESOLVED that Mr T J Monaghan be reappointed Vice-Convener of Court and Treasurer for the period 1 August 2006 to 31 July 2007.

3846 CONGRATULATIONS

On behalf of Court the Convener congratulated Dr West, Secretary to the University, and Professor Suckling who had both been awarded an OBE in the Queen’s birthday honours list. He also congratulated Dr P Hughes, lay member of Court, who would receive an honorary degree from the University on 7 July 2006.

3847 MINUTES

The minutes of the meeting held on 5 May 2006 were approved as a correct record subject to the following amendment:

CM3840 Remuneration Committee

iii should be amended to read: ‘Reviewing the salary and benefits of the Principal and the Secretary to the University …….’

3848 HEAD OF DEPARTMENT OF MECHANICAL ENGINEERING (CM3841)

Since the last meeting the Convener had met with some staff in the Department of Mechanical Engineering to discuss the process and outcomes of the appointment of the Head of Department. The Principal had also met with staff from the Department to discuss this matter. The Convener was pleased to report that these discussions had been constructive and that the appointment of Professor J Clarke as Head of Department of Mechanical Engineering had been confirmed. Court homologated this decision.

3849 PRINCIPAL’S REPORT

Court noted a report from the Principal which included the following information:

.1 Court was delighted to note that
  • Professor S Barnett of the Department of Physics had been elected a Fellow of the Royal Society;
  • The University spin-out company, DMS, (headed by Professor O Farish, former Dean of the Faculty of Engineering and Deputy Principal of the University) had been granted The Queen’s Award for Enterprise in recognition of its outstanding achievements;
  • Professor W Banks, Mechanical Engineering, had been elected Deputy President of the Institute of Mechanical Engineering and would become President in 2008/09;
  • The Scottish Funding Council had announced that funding would be made available to build a fully integrated estate on Cathedral Street for the four city centre colleges, Central College of Commerce, Glasgow College of Nautical Studies, Glasgow Metropolitan College and Stow College;
  • The Careers Service had achieved its fifth Charter Mark award in recognition of the quality of its continuing public service.
Court noted that discussions with colleagues at Glasgow University regarding the best way forward for Synergy had been held and an analysis of the extensive data gathered was currently being conducted. Court would be kept informed of progress.

The Principal was pleased to inform Court that the industrial action taken by UCU (previously AUT) had been suspended pending the outcome of a ballot of members on the latest offer made by UCEA (Universities and Colleges Employers Association). The suspension of the industrial action meant that student examinations could be marked and the vast majority of final year students would graduate with classified degrees. The Principal paid tribute to the academic staff who had worked so hard to ensure that the student exams had been marked in time to allow them to graduate. He also paid tribute to the Heads of Departments who had ensured that the exam papers had been set and marked; to the administrative staff who had invigilated the exams; and to Ms McCloskey, the President of the Students’ Association, who had led the students so well throughout this period. In particular the Principal thanked Professor Miller, Vice-Principal, who had led the co-ordinating group that had worked hard to mitigate against the effects of the industrial action; Professor J Love, Pro Vice-Principal, Ms R Kochanowska, Head of Academic Office, and Mr C Williamson, Acting Head of Registry, and their staff all of whom had worked tirelessly to ensure that the processes and support were in place to allow the exams to proceed and the students to graduate on time. Court joined the Principal in thanking all involved in achieving such a good outcome in such difficult circumstances.

It was noted, however, that the latest offer made by UCEA had not yet been accepted by the UCU (previously AUT), although all the other campus unions had accepted this offer. It was also noted that the University would implement this offer with effect from 1 August 2006, regardless of whether the UCU accepted it or not.

3850 RESEARCH EXCELLENCE FUND (CM3834)

Court was informed that the Research Excellence Fund (REF) had approved three projects to date, these being in the areas of Bioengineering, Medicinal Chemistry and Econometrics. As preparations for the next RAE in 2008 were now well underway, it was evident that investment in staffing and research strategies would be extremely important. However, attracting senior level talent had proved to be slower and more challenging than anticipated. It was now proposed that the use of the REF be extended to attract new research talent at an earlier stage in their careers. Proposals would be sought from the Faculties for research lectureships/senior lectureships in selected areas that would be funded from the REF at a level of £50k per annum for each post for the first three years together with an appropriate start-up package. Thereafter the Faculties would be expected to bear the cost of the post. It was intended that, in order to maximise the impact of this scheme, all posts would be advertised in a single high profile campaign and the new posts would be titled ‘John Anderson Research Lecturers’. This new approach would run alongside the original REF scheme and the costs would be maintained within the original funding envelope.

3851 SENIOR OFFICER APPOINTMENTS AND PORTFOLIOS (CM3808; SM10856)

The Principal proposed a number of changes to the current team of Senior Officers and their duties for 2006/07. Court noted that, under the terms of Statute V, Professor Love had been confirmed as Vice-Principal, and Professor Juster had been appointed as Pro Vice-Principal on the recommendation of Senate, both for the period 1 August 2006 to 31 July 2008. Unfortunately, Professor Love was ill and would be unable to undertake his duties for some time. Given the wording of Statute V legal advice had been sought on this
matter. It was now proposed that, whilst Professor Love would be appointed Vice-Principal with effect from 1 August 2006, the duties associated with the post would need to be fulfilled by others pro tem.

It was noted that Professor Miller would complete his term of office as Vice-Principal on 31 July 2006, but the Principal had proposed that, under the terms of Statute VI, he be appointed a Deputy Principal. The Principal was also now proposing that, as Deputy Principal, Professor Miller would undertake the statutory duties associated with the Vice-Principal’s post. Professor Miller would for the time being deputise for the Principal and when necessary (a role normally fulfilled by the Vice-Principal) and would be responsible for matters relating to Synergy and to the development of the Jordanhill Campus, as well as the relocation of the Faculty of Education to the John Anderson Campus. The Principal would be responsible for oversight of marketing and communications activities, and the Secretary to the University would be responsible for strategic oversight of estates matters.

Court also noted that the Principal had proposed that another Deputy Principal be appointed under the terms of Statute VI on a part-time basis to join the Senior Officer team and to provide further leadership in the research portfolio. It was proposed that Professor J McDonald be appointed Deputy Principal with effect from 1 August 2006 to be responsible for research funding and Faculty business development, including liaison with Research Councils, political and economic agencies in Scotland, and to liaise with the Faculty Research Committees and the Vice-Deans (Research) on such matters.

It was also noted that Professor Durrani would complete his term as Deputy Principal on 31 July 2006 but would become Senior Adviser to the Principal a position previously held by the late Professor Neil Hood. Professor Miller would take over Professor Durrani’s interests in staffing matters.

In light of the above information and on the recommendation of the Principal, Court RESOLVED that

i. Professor J Love be appointed Vice-Principal, under the terms of Statute V, for the period 1 August 2006 to 31 July 2008;

ii. Professor N Juster be appointed Pro Vice-Principal, under the terms of Statute V, for the period 1 August 2006 to 31 July 2008;

iii. Professor Miller be appointed Deputy Principal, under the terms of Statute VI, for the period 1 August 2006 to 31 July 2009;

iv. Professor J McDonald be appointed Deputy Principal, under the terms of Statute VI and on a part-time basis, for the period 1 August 2006 to 31 July 2009;

v. Professor A Ferguson and Dr R Condie continue as Deputy Principals under the terms of Statute VI and on a part-time basis for the period to 31 July 2007 (as previously agreed);

vi. The proposed job descriptions for each of the Senior Officers in 2006/07 be approved as detailed in Annex 1 (attached to the file copy of the minutes);

vii. Additionally, during the absence of Professor Love, Professor Miller would undertake the statutory duties normally fulfilled by the Vice-Principal, including deputising for the Principal as and when necessary, and to be responsible for matters relating to Synergy and to the development of the Jordanhill Campus, including the relocation of the Faculty of Education to the John Anderson Campus; the Principal would be responsible for oversight of marketing and communications activities; and the Secretary to the University would be responsible for strategic oversight of estates matters. This arrangement to remain
in place until the return of Professor Love. Court also agreed that its best wishes for a speedy recovery be conveyed to Professor Love.

3852 STRATEGIC PLANNING

Court received a paper setting out the timetable for the consultation process currently underway within the University, the outcomes of which would be used to produce the next Strategic Plan for the period 2007-2011. Court was pleased to note that such a wide-ranging consultation process was being conducted and noted that it would have the opportunity to input to this process at its Residential meeting in November 2006. Thereafter the first draft of the new Strategic Plan would be produced for formal consideration and approval in spring 2007.

3853 FACULTY REPORT: FACULTY OF ENGINEERING

The Dean of Engineering presented the fourth performance monitoring report from the Faculty. The Dean reminded Court of the areas of concern to the Faculty that he had identified in 2005. He was pleased to report that the Faculty was continuing to deliver on strategy and many elements of the strategy were now beginning to come to fruition. The financial position of the Faculty was now much healthier with all departments performing satisfactorily. Only one department might be a cause for concern given the dip in the number of overseas students recruited. However, consideration was currently being given to addressing this matter.

The Faculty had set up four temporary working groups that reported in late 2005. A priority action list had been established and was being monitored by the Faculty Planning and Resources Committee. A number of steps had been taken, including investing the accumulated resources to benefit the Faculty. This investment had been used to recruit a Faculty Strategy Implementation Officer, which was a two-year fixed-term appointment that would concentrate on marketing, international collaborations, and small projects. The Faculty had also increased the number of research studentships it awarded, increased the support given to research fellows and had invested significantly in infrastructure. The Dean was pleased to report that research income had increased by 31% over the year. Discussions on research pooling were continuing.

In terms of student recruitment and retention the Dean was pleased to report that the number of applications received by the Faculty had increased by some 4% since last year. Undergraduate student retention had also significantly improved and the Faculty now had the best retention rate within the University. However, the number of overseas students in the Faculty had dipped. Steps were being taken to address this including new agreements with institutions in China and a growing interest in particular courses from students in India.

The Faculty would continue to deliver on strategy but there were a number of leadership changes about to take place which would impact on this, including the appointment of a new Dean, new Vice-Deans (Research and Resources), and six new Heads of Departments. The Faculty was, therefore, about to enter a period of significant change.

In discussion Court noted that the Faculty had worked hard to improve its student retention rates and the first year student experience. Some restructuring of the courses had taken place to improve the first year and more tutors had been allocated to new students. All departments had taken action to improve student retention, particularly by improving the first year experience, and much good practice had emerged across the Faculty.
On behalf of Court the Convener thanked the Dean for his very positive and concise report.

3854 **SENATE REPORTS**

Court received reports from three meetings of Senate held on 2 and 10 May and 7 June 2006. In presenting these reports to Court the Vice-Principal informed Court that the recent business of Senate had been dominated by the AUT Industrial action. Indeed the meeting held on 2 May had been an extraordinary meeting of Senate which had discussed and agreed specific arrangements to mitigate the impact of the industrial action.

3855 **COURSE FEES (CM 3829; SM10924)**

On the recommendation of Senate, Court

**RESOLVED** that a number of additional course fees for 2006/07 be approved as detailed in Annex 2 (attached to the file copy of the minutes).

Court was informed that the University Management Group had received and approved an urgent request for approval of the fees for 2005/06 to be charged for the intake of DBA Switzerland Programme candidates into the Graduate School of Business. On the recommendation of Senate, Court

**RESOLVED** that the fees for the DBA Switzerland Programme for 2005/06 be approved as detailed in Annex 3 (attached to the file copy of the minutes).

3856 **CODE OF PRACTICE ON CONFLICTS OF INTEREST (CM 3740;SM10928)**

Court had previously established a Working Group on Governance to consider the Guide for Members of Higher Education Governing Bodies which had been produced by the Committee of University Chairmen in 2004. The Working Group had considered that the University was quite well placed and met most of the guidance advocated in this document. However, one item it did not have was a Code of Practice on Conflicts of Interest. A draft Code had been prepared and had been discussed at a number of different committees within the University, including Staff Committee, Business Ventures Group, the University Management Group and Senate, and was now before Court for approval.

On the recommendation of Senate, Court

**RESOLVED** that the Code of Practice on Conflicts of Interest be approved with immediate effect.

3857 **APPOINTMENT OF DEAN (SM10937)**

On the recommendation of Senate, Court

**RESOLVED** that, under the terms of Statute XVI and Ordinance 7, Professor C Grant be appointed Dean of the Faculty of Engineering for the period 1 August 2006 to 31 July 2009.

3858 **GRADUATE SCHOOL OF ENVIRONMENTAL STUDIES AND THE DEPARTMENT OF CIVIL ENGINEERING (SM10941)**

Court noted that, following discussions at departmental and Faculty level, Senate had agreed that the Graduate School of Environmental Studies (GSES) and the Department of Civil Engineering should merge to form one new department. Senate had established a
Working Group to facilitate the merger of the two departments and to develop a strategy for the new, larger department. Whilst it was proposed that the new department would be called the Department of Civil Engineering it was noted that the brand name of GSES would continue to be used for branding the courses offered by GSES. On the recommendation of Senate, Court

RESOLVED that

i. the Graduate School of Environmental Studies and the Department of Civil Engineering merge with effect from 1 August 2006,

ii. the new merged Department be called the Department of Civil Engineering;

iii. Professor M Dyer be appointed Head of Department for the period 1 August 2006 to 31 July 2009.

3859 PRIZES AND SCHOLARSHIPS (SM10946, SM10969)

On the recommendation of Senate, Court

RESOLVED that

i. the following prize be approved with immediate effect – Institution of Chemical Engineers, Scottish Branch Prize (£100);

ii. the following prizes be amended as detailed below with immediate effect -

   Innovene Manufacturing Scotland Prize to be renamed the INEOS Prize (all other details of the prize to remain the same);

   The Pfizer Prize for Forensic Science and Analytical Chemistry – amount of prize to be amended from £100 to £200;

   The Syngenta Prize for Preparative Chemistry – amount of prize to be amended from £200 to £250.

3860 AMENDMENT TO THE CONSTITUTION OF THE UNIVERSITY OF STRATHCLYDE STUDENTS ASSOCIATION (CM3830; SM10952)

On the recommendation of Senate, Court

RESOLVED that the amendments to the Schedules of the Constitution of the University of Strathclyde Students Association, namely Schedules 2 (Discipline Code), 4 (Elections), 5 (Finance Regulations) and 6 (Officers of the Association), be approved as detailed in the file copy of the minutes.

3861 RESEARCH AND CONSULTANCY SERVICES: PROPOSED CHANGE IN NAME (SM10959)

On the recommendation of the University Management Group and Senate, Court

RESOLVED that Research and Consultancy Services be renamed Research and Innovation with effect from 1 August 2006.

3862 EQUALITIES CODE OF PRACTICE FOR THE 2008 RESEARCH ASSESSMENT EXERCISE (SM10960)

Court was informed that each institution submitting to the RAE was required to devise, and then implement, an Equalities Code of Practice. This Code would be used when making decisions on the inclusion, or non-inclusion, of outputs for assessment in the RAE. The draft Code of Practice had been discussed within Faculties, at University and Faculty research committees, at Staff Committee and by the campus unions. Following
this period of consultation, and on the recommendation of both the University Management Group and Senate, Court

RESOLVED that the Equalities Code of Practice for the 2008 RAE be approved with immediate effect.

3863 UNIVERSITY MANAGEMENT GROUP

Court received reports from meetings of the University Management Group held on 16 and 30 May and 13 June 2006.

3864 STUDENTS’ ASSOCIATION BUDGET FOR 2006/07

On the recommendation of the University Management Group, Court

RESOLVED that the Students’ Association Budget for 2006/07 be approved as presented.

3865 JOINT WORKING GROUP ON THE REVIEW OF EFFECTIVENESS OF COMMITTEES (CM 3740; SM 10978)

The Committee received the interim report of the Joint Working Group that had been established to review the structure and the effectiveness of University committees. In presenting this report the Vice-Principal informed Court that the Joint Working Group had been clear that the structure of the committees needed some clarification so that lead committees would be the bodies responsible for development of policy and strategy and would operate at a high level. Groups would operate at a lower level and would be more task oriented. The nomenclature used within the University would reflect this. The Joint Working Group had also considered how the paperwork for Court meetings could best be presented in order that members could, very quickly, get to the heart of the matter. Any comments/suggestions from members of Court would be welcome.

The Interim Report had been considered at Senate, where it had been welcomed. On the recommendation of the Joint Working Group and Senate, Court

RESOLVED that with effect from 1st August 2006,

i. the main/lead Committees that have strategic or policy roles should be titled Committee and would be the main body reporting to either Court or Senate on major items of business;

ii. the lead Committees should be supported where necessary by Sub-Committees that would undertake specific functions on their behalf and report to them;

iii. Advisory Groups would provide advice either to a Committee, or a Senior Officer, or a particular area (e.g. Estates Management), and would not be included in the formal committee structure of the University;

iv. Working Groups would be set up to undertake specific tasks as and when required, these would normally be in existence for a fixed term, would not appear on the formal committee structure and would disband once they had completed their task;

v. the Group on Property be renamed the Estates Strategy Committee;

vi. the Property and Space Management Group remain as a sub-committee reporting to UMG and continue to provide reports to the Estates Strategy Committee;

vii. such user groups (the Island Site Working Group, the John Anderson, Architecture and Colville Working Group and the Crawfurd Complex...
Committee) should not be part of the formal committee structure of the University and that Estates Management assume responsibility for running them;

viii. the SACSOH should report to UMG in the first instance, and that UMG would then report on these matters to Court;

ix. the Senate Agenda Committee be disbanded and that the Vice-Principal, Head of Academic Office and Head of Senate Office be responsible for the production of the Senate agenda and identification of the papers necessary for each meeting;

x. the Educational Strategy Group be disbanded and the Academic Committee be responsible for all academic matters, including academic strategy;

xi. the Director of the Centre for Lifelong Learning should become, ex officio, a member of the Academic Committee;

xii. the Appeals Committee should be chaired by a Senior Officer;

xiii. the Senate Discipline Committee should be chaired by a Senior Officer (excluding the Vice-Principal);

xiv. the Discipline Appeals Board be chaired by the Vice-Principal;

xv. the University Management Group be retitled the University Management Committee;

xvi. Regulation 1.2.25 Museums and Galleries Committee be deleted;

xvii. the Strategy Management Group be disbanded.

3866 AUDIT COMMITTEE

Court received the report from the meeting of Audit Committee held on 31 May 2006. In particular Court noted and approved the Audit Plan for 2006 from the External Auditors and the Internal Audit Assurance Strategy and Plan for 2006/07 - 2008/09, as detailed in the papers presented. Court also noted that this was the final year of the current period of appointment of the External Auditors and the University would shortly be tendering for such services. The Audit Committee had established a Selection Panel to be responsible for the selection of External Auditors and for recommending their appointment to Court. It was agreed that Court would be informed of the firms short-listed.

The Convener of the Audit Committee informed Court that Audit Committee was monitoring the capital development programme and the internal control and risk processes associated with it. It was reported that Audit Scotland, who were currently undertaking a review of capital projects in Scottish Higher Education Institutions, had indicated that they would like to use the move of the Faculty of Education to the John Anderson Campus as one of their case studies.

Court noted that Internal Audit had completed their review of the Bioaccelerate project (reported to Court in January – CM3777 reserved business) and the Treasurer, Convener of Audit Committee and Secretary to the University now had this report. Audit Committee would consider it at its next meeting and report to Court thereafter.

It was noted that information on personal liabilities of members of Court was being provided to Audit Committee for information.

3867 STAFF COMMITTEE

Court received the report from the meeting of the Staff Committee held on 2 June 2006.

3868 COURT MEMBERSHIP GROUP

Court received the report from the meetings of the Court Membership Group held on 10 March and 15 May 2006.
Court – 27 June 2006

.1 Nominated/Elected Members of Court

Court noted the following:

i. Professor Love would become Vice-Principal with effect from 1 August 2006 and would be *ex officio* a member of Court;

ii. Councillor Dr M Green would continue as the nominee from Glasgow City Council;

iii. Senate had nominated Professor A Patterson, Mr P Goldfinch and Dr A McLaren to join Court;

iv. Dr R M Harley would continue as the representative of the Graduates Association;

v. Mr C Moore would join Court with effect from 1 July 2006, when he became President of the Students’ Association;

vi. A successor to Mr D Smith, as one of the non-teaching staff representatives, would be sought. [Secretary’s Note: as a result of a ballot of the non-teaching staff Ms K Morrison would join Court on 1 August 2006].

.2 Co-opted Members

Court noted that the period of membership of five members was scheduled for review this year, these being Mr D Gray, Professor S Gulliver, Dr P Hughes, Mr R Hunter and Ms F McMenamin. Following discussion with the Convener, Professor Gulliver indicated that he would complete his membership of Court at 31 July 2006, having been a member for six years.

On the recommendation of the Court Membership Group, Court

**RESOLVED** that, under the terms of Statute XIII.1 (ix),

i. Mr D Gray be co-opted to membership of Court for a further two years, i.e. to 31 July 2008;

ii. Dr Hughes, Mr R Hunter and Ms McMenamin be co-opted to membership of Court for a further three years, i.e. to 31 July 2009;

iii. One new member, Mr B Rennick, be co-opted to Court for the period 1 August 2006 to 31 July 2007 in the first instance.

A membership list of Court for 2006/07 is attached for information.

.3 Membership of Court Committees

Court

**RESOLVED** that

i. **Audit Committee** – Mr Wishart continue as Convener and Mrs Currie, Dr Hughes and Mrs Ritchie continue as members of the Audit Committee;

ii. **Group on Property** – Mr B Rennick continue as a member of the Group on Property and Mr D Dunbar, Senior Partner of ADF Architects, be co-opted to membership of the Group on Property for the period 1 August 2006 to 31 July 2007 in the first instance;

iii. **Business Ventures Group** – Mr R Hunter join the membership of the Business Ventures Group with effect from 1 August 2006;

iv. **Statutory Advisory Committee on Safety and Occupational Health** – Dr P MacKenzie join this committee with effect from 1 August 2006;
v. **Staff Committee** – Mrs F McMenamin continue as a member of the Staff Committee;

vi. **Convener of Court Nominations Group** – Mrs E Currie continue as the lay member appointed by Court to this Group for one further year, i.e. to 31 July 2007.

The provisional membership of the Committees of Court for 2006/07 is attached for information.

3869 **BUSINESS VENTURES GROUP**

Court noted that the Business Ventures Group had been discussing the level of delegated authority vested in its Convener and the need to formalise this arrangement. It was recognised that the Convener of BVG needed to have delegated authority in order to meet commercial timescales and deal with matters that could not wait until the next meeting of the Group. On the recommendation of the Business Ventures Group, Court approved the arrangements for delegated authority and

RESOLVED that

i. delegated authority be sub-divided into two categories:
   - expenditure up to £5,000 could be approved by the Convener of BVG personally;
   - expenditure from £5,000 to £25,000 could be approved by a sub-committee of BVG comprising the Convener of BVG, the Director of Research and Consultancy Services, and the Director of Finance;

ii. the financial limits governing delegated authority be reviewed by BVG every three years.

3870 **ANNUAL BUDGET FOR 2006/07 AND FOUR YEAR FORECASTS**

The Director of Finance presented the Annual Budget for 2006/07 and the Four Year Financial Forecasts 2005/06 – 2008/09 to Court. In presenting the Annual Budget he highlighted some of the key factors. Overall the income would increase by 9.3% but this included two self-funding units, the Graduate School of Business and the Centre for Professional Legal Studies, that had not previously been included. Income from the Funding Council (SFC) had increased by 6.7%, but this was compared to a sector average increase of 7.2%. The pay award of 3.5%, plus incremental drift and the impact of pay modernisation had to be taken into account. The SFC had awarded the University £2.5M to help meet the costs of pay modernisation but it was now estimated that this could cost the University £3.5M. Additionally, utility costs had risen by £1.7M (47.2%) over the previous year. Costs associated with the Estates Development Framework (EDF) had increased by 5.5% and Library non-staffing and Students Association costs had risen by 3.6%. All of these factors meant that the University was now facing a savings target of £5.6M in 2006/07. Generally the budget holders would meet these savings targets. However, it was noted that two Faculties (Law, Arts and Social Sciences and the Strathclyde Business School) had indicated that they would not manage to achieve their savings target in full next year and so these amounts would be underwritten in the short-term.

In looking at the Four Year Financial Forecasts the Director of Finance highlighted the key factors affecting the financial position. These included the combined effect of the pay award and pay modernisation. The pay award was phased out with the normal settlement dates and was back-loaded. This meant that it suited the English Universities who would benefit from the income of top-up fees, but this was not the case in Scotland. Spend
associated with the EDF would also affect the financial position, as it was estimated that £117M would be spent over the next three years. However, there would be asset disposals to offset some of this capital expenditure. Utility (gas and electricity) costs were expected to continue to increase significantly over the next few years. The scale of deficits predicted in these financial forecasts was high. However, these forecasts were based on the management taking no action to address the deficits, which would not be the case. Indeed, the University Management Group had decided to establish two small groups, one under the convenership of the Treasurer to look in detail at the financial position of the University over the next few years; and the other, under the convenership of Dr Hughes, to look at energy usage and costs and how best these could be managed in the future.

In discussion it was noted that all Universities were facing a similar situation to Strathclyde in terms of rising utility costs and the effects of pay modernisation. These matters were being raised with the Funding Council and the Scottish Executive. Strathclyde was in a relatively strong position in that it had significant cash balances and had built up its reserves over the past few years. However, these would be needed to help meet the costs associated with the EDF. Given the current level of savings targets it was queried if the University would consider running another ERVS scheme. It was acknowledged that the increase in utility costs meant that there was less funding available to meet staff costs and that there might need to be a shift in the level of expenditure away from staff towards meeting utility costs. Whilst running another ERVS scheme was one option of reducing salary costs, it was considered that a more strategic approach should be taken and that areas for disinvestment be identified. The Deans would have a critical role to play in identifying such areas and clear criteria would need to be drawn up which was consistent with the University’s strategy. It was also accepted that the budget balances, many of which were held at departmental level, would be required to support the EDF. A mechanism to access these balances had yet to be agreed. Although the current funding position had raised some points of concern, generally, Court was pleased that the budget process and the strategic plan were coming closer and were informing each other.

On the recommendation of the University Management Group, Court

RESOLVED that

i. the University Budget for 2006/07 be approved as detailed in the papers presented;
ii. the Four Year Financial Forecasts for 2005/06 – 2008/09 be approved for submission to the Funding Council as detailed in the papers presented.

On behalf of Court the Convener thanked the Director of Finance and his team for all their efforts in producing the budget and the Four Year Forecasts.

3871 FINANCIAL PERFORMANCE INDICATORS

Court noted the Performance Monitoring report on the University’s financial performance. In particular Court noted the strong liquidity position of the University, although it was acknowledged that this would reduce over time due to funding the EDF.

3872 SPORTS AND HEALTH FACILITY (CM 3773)

The Convener welcomed Mr Sturrock, Head of Centre for Sport and Recreation, to the meeting. Court viewed a short presentation on the various sporting activities available at Scottish universities. Mr Sturrock informed Court that the Universities of Dundee and
Glasgow had undertaken surveys of students, the results of which had shown quite clearly how important sporting facilities were in attracting students to an institution. Within Strathclyde, the Schools and Colleges Liaison Service and the International and Graduate Office had also identified this as a key point in attracting students. The current sports facilities at Strathclyde were, for the most part, past their best and the recent fire at the Jordanhill Campus had destroyed some of the facilities which had so far not been replaced. The Centre for Sport and Recreation also offered health checks for staff in departments and did try to encourage staff and students to make exercise a regular part of their lifestyle.

The Secretary to the University, who had chaired the Steering Group established to oversee the development of this project, informed Court of the main aims of the project. The University was now falling behind other institutions in terms of sports facilities and needed to invest in this area if it was to remain competitive. Not only would such a facility help with recruitment of students, but also staff recruitment and would enhance the University’s reputation, image and profile. It would combine recreation and academic use. In outlining the business case for this development he informed Court that two external firms had assisted with this project, DTZ Pieda and Pan Leisure Consulting, both of whom had indicated that this was a good development with a robust case. The total cost of this project was £17.7M (Q4, 2005 base date) and it was proposed that £15.5M be funded from the EDF; £1M be raised through the Development Campaign; and that £1.3M be funded from income generated. A capital contribution of £0.3M would be made towards developing a café facility, thus leaving a reserve of £0.4M.

The Director of Estates Management provided Court with information on the site of the development and what facilities the building would contain. The University owned the site on Cathedral Street and, given the other developments taking place on Cathedral Street (the development of the Biomedical building and the development of a new building for the merged City Centre Colleges) it was considered that this would provide an impressive gateway into the University campus and the city centre. Court noted the proposed programme for this development, with the Outline Design being completed by April 2007 when Court would be asked to approve the construction of the building, with intention that the new building would be completed by the end of 2009 (with an official opening in Q2 2010). A Senior Officer (Deputy Principal Professor McDonald) would oversee this project and would convene the Project Working Group, whilst the project would be monitored by the Group on Property on behalf of Court.

Court noted that discussions with the Colleges that were shortly to merge and be situated on Cathedral Street had still to take place to determine if they would be interested in joining in with this development. Overall Court was very supportive of this project and recognised it was part of the University’s academic strategy. It was a flagship development that the University must proceed with. More information on the detail of what would be provided in the new building, particularly in terms of work space for academic staff, would be provided in due course as some further consideration needed to be given to how to allocate space between this building and the new building for the Faculty of Education. In terms of current income it was noted that the Sports Centre received support from other University budgets of c£470k per annum and a sum of this order was assumed to be available in future as a contribution to the running costs of the new facility. Some consideration was being given to allowing public access to these facilities which would also help meet the running costs involved. It was agreed that further information on the current financial position of the Sports Centre would be circulated to members of Court with the minutes.

Court welcomed this development and, on the recommendation of the Group on Property, RESOLVED that
i. the detailed business plan for the development of the Sports and Health Facility be approved as detailed in the papers provided;

ii. the Design Team to conduct the Feasibility Study and take the project to Gateway 1 be appointed from within the Framework at a cost of up to £275k.

On behalf of Court the Convener thanked the Project Steering Group and all others involved in this project for all their hard work in bringing the project to this stage.

3873 GROUP ON PROPERTY (CM 3838)

Court received the report from the meeting of Group on Property held on 30 May 2006, and in particular the following:

.1 John Arbuthnott Building, Biomedical Extension

Further discussions had taken place in order to decide how best to proceed with the above project. Five possible options had been considered and a preferred option was emerging. Due to the complexity and nature of this project the feasibility stage has been extended by some two months in order to fully understand the requirements and consider the alternative design proposals available. This extension of time would increase costs by £175k, bringing the Feasibility stage costs up to a total of £700k. The project was now at the stage where the Design Team needed to be given instructions to proceed with outline proposals for the preferred option (Stage C – Gateway 1). This had been deferred to the end of September in order to allow it to run in parallel with the development of the business plan and so that Court could take a decision at its meeting in October.

On the recommendation of the Group on Property, and in order to allow the Feasibility Study to be completed, Court

RESOLVED that a further £175k be allocated to complete this stage, making the total cost of the Feasibility Stage £700k, funded from the project budget.

.2 Royal College/Thomas Graham Building, Westchem, Joint Chemistry School

It was noted that the Group on Property had agreed that the CPR funded Royal College CPACT project, and the part of the WestChem project that was taking place adjacent to it in the Royal College, should be merged into a single contract. It was also noted that the Group further proposed that the project be extended to include refurbishment of the roof over this part of the building. On the recommendation of the Group on Property, Court

RESOLVED that the scope of the WestChem project be extended to include the refurbishment of this part of the roof of the Royal College building at a cost of £460k which would be funded from the backlog maintenance element of the EDF.

.3 Jordanhill Estates Strategy

It was noted that the Senior Property Surveyor had held constructive discussions with Scottish Enterprise Glasgow regarding the possibility of constructing the new building for the Faculty of Education on City Science Phase 2 site. On the recommendation of the Group on Property, Court

RESOLVED that City Science Phase 2 be accepted as the preferred site for the relocation of the Faculty of Education, subject to reaching satisfactory terms with Scottish Enterprise Glasgow (SEG) and subject to SEG Board approval.
3874 **ESTATES PERFORMANCE INDICATORS**

Court noted the Performance Monitoring report from Estates Management.

3875 **SCHEDULE OF BUSINESS FOR 2006/07 AND DEPARTMENTAL VISITS**

Court noted its Schedule of Business for 2006/07 and the departments that would be visited during session 2006/07.

3876 **COMPLETION RATES (CM 3803)**

Court received data on undergraduate completion rates that had been provided to a recent meeting of University Fellows.

3877 **CONVENER’S ACTION**

The following action taken under delegated authority by the Convener of Court was homologated by Court:

1. **Prizes and Scholarships**

The Convener had approved the introduction of new prizes and the deletion of other prizes from the Calendar as detailed in the paper presented to Court.

2. **Review of the Strathclyde Business School**

Following a review of the Strathclyde Business School proposals were put to Senate at its March meeting regarding the restructuring of departments in the Faculty. Unfortunately these proposals were omitted from the papers brought forward to the last meeting of Court. Given that the Dean needed to recommend the appointment of Heads of Departments, the Convener had approved the revised departmental structure in the Business School. Court noted that, with effect from 1 August 2006, the departments in the Strathclyde Business School would be:

- Department of Accounting and Finance
- Department of Economics
- Department of Human Resource Management
- Department of Management Science
- Department of Marketing
- Department of Hospitality and Tourism Management
- Department of Management
- Hunter Centre for Entrepreneurship
- European Policies Research Centre (a free-standing research centre).

3. **Head of Department Appointments**

- **Glasgow School of Social Work**: Professor A Kendrick appointed for the period 1 August 2006 to 31 July 2009;
- **Modern Languages**: Professor J Farrell appointed for the period 1 August 2006 to 31 July 2009;
- **English Studies**: Dr J Hope appointed for the period 1 August 2006 to 31 July 2009;
- **Bioengineering**: Professor A C Nicol re-appointed for the period 1 August 2006 to 31 July 2007.
FAREWELLS

On behalf of Court the Convener thanked the following members of Court whose period of membership would end on 31 July 2006: Professor Gulliver, Dr Bramley, Mr Chapman, Professor Weir, Mr D Smith; and also to Ms McCloskey whose period of membership would end on 30 June 2006. The Convener also thanked Professor Durrani who was attending his last meeting.

GMcA
3.07.06