University of Strathclyde

COURT

Minutes: 22nd January 2008

Present: Mr J F Livingston, Convener of Court, Principal, Vice-Principal Professor J Love, Mr R Crawford, Mr D Dunbar, Mr J Fergus, Mr P Goldfinch, Dr D Grierson, Mr R J A Hunter, Bailie G Matheson, Mr T J Monaghan, Ms K Morrison, Ms K Reid, Mr M Ross, Mr G Singh, Dr C Tedford, Mr M Wishart.

Attending by invitation: Pro Vice-Principal Professor K Miller, Deputy Principal Mrs A Hughes, Deputy Principal Professor J McDonald, Professor J Bourne (Dean of Education), Professor B Furman (Dean of Science), Professor C Grant (Dean of Engineering), Professor C Harvey (Dean of Strathclyde Business School). Professor N Hutton (Dean of Law, Arts & Social Sciences)

Attending: The Secretary to the University, Ms J Whitley (Deputy Secretary) Mr D Coyle (Director of Finance), Mr G Roddick (Director of Estates Management), Mr W Sutherland (Director Human Resources), Professor D Law (Librarian and Head of Information Resources Directorate), Mr A Taylor (Director of Marketing and Communications), Mrs G McArthur (Court Secretary).

Apologies: Chancellor, Deputy Principal Professor R Condie, Deputy Principal Professor A Ferguson, Mr D Gray, Dr P Hughes, Dr P MacKenzie, Ms F McMenamin, Professor M Pacione, Professor A Paterson, Mr M Strachan, Dr C Vance, Ms L Whiteford, Dr G Wilson

CM 4078 WELCOME

On behalf of Court the Convener welcomed Mr D Dunbar and Ms K Reid to their first meeting.

CM 4079 MINUTES

The minutes of the meeting held on 17 November 2007 were approved.

CM 4080 PRINCIPAL’S REPORT

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

- The Principal was pleased to report that the University had received a number of awards recently including £0.5M from the Garfield-Weston Foundation to support the development of the new building for SIPBS. This was an exceptional achievement for a first application to this foundation and the Principal paid tribute to Professor Furman and Ms Shepherd for achieving this.
- The Enterprise Awards Dinner, organised by the Strathclyde Entrepreneurial Network, had been held recently in the Barony and had been a great success.
- The Glasgow Health Technology Co-operative had been launched in November. This was a partnership between the Strathclyde Institute for Medical Devices in the Bioengineering Unit, and NHS Greater Glasgow and Clyde Health Board.
- The BBC radio 4’s programme, Morning Prayer for Advent Sunday, had featured the premiere of James MacMillan’s “Canticle of Zachariah” from St Columba’s Church in Glasgow and sung by the University Chamber Choir.
• The Principal was pleased to report that, since the last meeting, the University had made its submission to the RAE. This had been a huge task and Court joined the Principal in thanking all members of staff who had been involved in the preparation of this submission and particularly Deputy Principal Professor Ferguson, Mr M Rayner, Ms C Court, Dr G Wilson, Mr S Kilgariff, the Vice-Deans (Research) and the Unit Assessment Co-ordinators for all their hard work and dedication.

CM 4081 UNIVERSITY STRATEGY (CM 4043)

Court noted the report of the outcomes of its Residential meeting held on 16 and 17 November 2007. Pro Vice-Principal Professor Miller drew Court’s attention to the various papers that were before it for consideration at this meeting. These clearly showed that the strategy was being implemented and the various actions and changes that were now taking place. Further actions were being initiated and Court noted progress with the following:

• The strategic planning process had been refined with the guiding principles more clearly identified and a timetable for implementation established. This would be brought to Court at its next meeting for information.
• A number of Excellence Reviews had been undertaken and the outcomes of some of these had been included in the papers before Court. This included three in the Faculty of Education and the review of the Department of Architecture. Reviews had also been undertaken of the Departments of Geography and Sociology and of Modern Languages, but these reports were not yet available.
• Further Excellence Reviews were about to commence, these being the Department of Hospitality and Tourism Management, the Hunter Centre for Entrepreneurship, CPD and Lifelong Learning, and ICT and Learning Technologies.
• A holistic review of key business processes was about to commence as well – see also CM 4088 below.
• A group, under the leadership of Vice-Principal Professor Love, was currently reviewing the resource allocation process within the University.
• Some consideration was being given to how best to communicate this information to the wider University population.

CM 4082 FACULTY OF EDUCATION REPORT (CM 3937)

Professor Bourne, Dean of the Faculty of Education, presented the Faculty’s annual report. Professor Bourne has just been appointed in November and had joined the Faculty at a time of rapid change. She reminded Court of the Faculty’s mission and the subject provision, which was much wider than just education. The Faculty was in the fortunate position of having built up significant reserves which could be used to support various changes and create opportunities. An external review of the Faculty’s research activity had been conducted, which concluded that more needed to be done to encourage research activity. More recently three departments had been the subject of Excellence Reviews. Whilst some of the outcomes of these reviews were specific to each of the departments, there were generic issues that applied to all. These included: the need to ensure strong leadership; the need to encourage and build research capacity; a focus on quality not quantity for Faculty activities; better workload planning and differentiated workloads; strengthening relationships and building partnerships with others both within and outside the University; the need to look again at departmental and Faculty structures in order to provide a more appropriate arrangement that could support and enhance the Faculty’s aims. The move to a new building on the John Anderson campus in 2011 would be key to helping reorganise the Faculty in such a way as to create further opportunities to promote and enhance partnership working and more research opportunities.
In looking forward the Dean confirmed that she had held various discussions with staff in the Faculty in order to ensure support and enthusiasm for the changes being proposed. Hard questions had been asked within the Faculty about its future direction and a clear strategy was now emerging which was supported by staff. The senior management of the University supported the Faculty’s proposals and some of the Senior Officers would be working with the Dean to help deliver change. A Faculty Change Management and Restructuring Group had been established, chaired by the Dean and with Senior Officers in its membership. Senior Officers were providing support to the Dean as appropriate, not least of which was in the delivery of the new building. One other major change being proposed was the creation of a Centre for Excellence in Initial Teacher Education (ITE). This would radically change the way ITE was delivered within the Faculty by bringing together the range of staff involved in this (who were currently spread over a number of different departments) which would help encourage more partnership working, close liaison with schools and local authorities, greater research activity and would create efficiency gains by streamlining the administration involved.

In discussion Court congratulated the Dean for providing such a clear and comprehensive report and confirmed its support for the Faculty at this time of major change. It was considered essential that the Faculty had sufficient role models in place who would demonstrate what was expected of staff and could provide support and encouragement to others to help them achieve this. Whilst there were some staff already in place who could fulfil this role the Dean confirmed that she would be recruiting new staff, both in the short term (where actions were already in hand) and the longer term (to replace staff retiring over the coming years). In looking at the benchmark institutions for the Faculty it was accepted that it would take time to achieve the level that the Faculty was aiming for, but it was already moving in this direction. More research active staff would be recruited and staff were now required to develop personal research plans. The Heads of Departments and Professors were actively discussing how best to progress these and what level of mentoring would be required to support staff. There was also a need to ensure that research programmes were sustainable, although income from other services rendered could be used to support this activity if required, particularly in the short term until research activity was embedded within the Faculty. Communication within the Faculty would be crucial to ensuring the success of the Faculty’s aims. The Dean had already involved a range of staff in discussions and this would soon be widened out to include a broader range of staff across the Faculty.

On behalf of Court the Convener thanked the Dean for her detailed report and reiterated Court’s support for the Faculty’s ambitious plans.

CM 4083  FACULTY OF LAW, ARTS AND SOCIAL SCIENCES REPORT (CM 3938)

Professor Hutton, Dean of the Faculty of Law, Arts and Social Sciences, presented the annual report from the Faculty. Court noted the Faculty’s strategy statement, which had been prepared in June 2007, and the progress that had been made since then. Two departments within the Faculty had been the subject of Excellence Reviews. However, they had only just completed their task and their reports were not yet available. The Dean indicated that he would provide an update to Court once these reports were finalised. He informed Court that the Faculty was not in the best financial position as it currently had a savings target, which would take three years for the Faculty to address. The Faculty had plans to increase income, but the capacity to do this was relatively modest. It, therefore, had to look at ways of reducing costs and streamlining. The Faculty had identified the need to reorganise, as it found that it had too many small departments which created inefficiencies, and it wished to encourage closer working relationships across the Faculty.
The Faculty had already indicated that it wished to focus its research activity in order to improve the quality, and it had identified those institutions with which it wished to compare itself for each of the subject areas. An internal peer review process had been established within the Faculty in order to assist staff improve their research applications. In reviewing the BA degree the Faculty was clear that it wished to produce a distinctive degree programme, with a more consistent approach to teaching and assessment across the Faculty, that would be attractive to students which would help with both recruitment and retention. The Faculty had recently received funding to support the appointment of two John Anderson Research Lectureships, and had made other new appointments in the Faculty. This had demonstrated the support that the University provided to the Faculty. The Excellence Reviews conducted in the Faculty had identified similar issues to those found in the Faculty of Education Excellence Reviews. In looking to the future the Dean confirmed that some restructuring, possibly into Schools, would take place within the Faculty.

In discussion it was noted that whilst the report set the direction for the Faculty it could not yet produce the timetable for this. This would have to wait until the reports of the Excellence Reviews were available and further discussions took place in the Faculty. Some aspects might be resolved quickly, whilst others would take longer. It was certainly the intention that the departmental reviews would be complete within a year, whilst the restructuring of the Faculty would take longer. A number of staffing matters also had to be addressed. The Dean indicated that he currently had a strong team of Head of Departments and succession planning would be a vital part of the future plans.

On behalf of Court the Convener thanked the Dean for his frank report.

CM 4084 PROPOSED AMENDMENT TO CHARTER AND STATUTES: APPOINTMENT OF DEANS (CM 4029, 3983; SM11193)

At its meeting in May 2007 Court had considered proposed changes to the Charter and to Statutes I, XV, and XVI, largely as a result of needing to update the wording of Statute XVI Appointment of Deans, in order to reflect the change in procedure for this process (CM3983). The opportunity had also been taken to update the terminology used in the Charter and Statutes I and XV as well. These proposals had been forwarded to the Privy Council for consideration. The Privy Council had written asking for clarification on a few matters. Some of the matters raised related to the proposed revisions to Statute XVI Appointment of Deans. However, Court was aware that a small group had been set up to review the appointment of Senior Academic Managers, including the appointment of Deans, and it would be inappropriate to make any further changes until this group had reported.

In relation to the other changes, the Privy Council had questioned the precise wording proposed for Article 12 of the University Charter, as it was of the view that this gave Court wider powers than existed previously. Having consulted the University’s solicitors on this matter the wording had been amended to take account of the point raised. Court now

RESOLVED that

i. the wording of Article 12 be revised to read as follows:

Delete: Article 12 (1)

Insert: Article 12 (1)

Court, on the recommendation of Senate, shall have the power to constitute Faculties and may add to, substitute for, or discontinue any Faculty or Faculties.
ii. this be reported to Senate at its next meeting prior to resubmitting this proposal to the Privy Council for approval.

CM 4085 PRIZES AND SCHOLARSHIPS (SM 11273)

On the recommendation of Senate, Court

**RESOLVED** that

i. the Robert Hart Scholarship Prize be amended with immediate effect (as detailed in the file copy of the minutes);

ii. the Journal of Marketing Management Prize (£50 book token) be deleted with immediate effect.

CM 4086 CONFERMENT OF THE TITLE EMERITUS PROFESSOR (SM 11281)

On the recommendation of Senate, Court

**RESOLVED** that the title Emeritus Professor be conferred upon Professor B Hogwood, Department of Government.

CM 4087 TUITION FEES AND SCHOLARSHIPS

It was noted that the University Management Committee (UMC) had discussed the matter of tuition fees and the approval process involved. UMC was keen to ensure that this process was as streamlined and efficient as possible. Discussions between Registry and the International and Graduate Office had led to a series of proposals being considered by UMC, which it had endorsed. Given the need to move expeditiously when setting fees it was now proposed that, once both Senate and UMC had agreed the fees, the Convener of Court should be delegated authority to approve fees on behalf of Court. This would then be reported to the next scheduled meeting of Court for homologation. On the recommendation of the University Management Committee, Court

**RESOLVED** that the revised process for approving fees, as proposed by UMC (and as detailed in the file copy of the minutes) be approved, and the Convener of Court be delegated authority to act on its behalf when approving fees subject to Senate and UMC having first agreed the fees.

CM 4088 HOLISTIC REVIEW OF KEY BUSINESS PROCESSES

Court noted a paper which had been prepared by the Principal setting out proposals for the holistic review of key business processes within the University. A Review Group, chaired by the Principal, had been established with the following membership: Dr G Wilson, Professor N Hutton, Deputy Principal Professor J McDonald, Professor D Littlejohn and Dr P West. This Review Group would initiate various stages of the overarching review process and oversee progress. Each individual review to be undertaken would have its own membership, tailored to meet the needs of the particular issue to be addressed. The paper set out ten broad areas to be reviewed. However, given the significant number of reviews to be undertaken some prioritisation needed to occur. The Principal had discussed this with the Deans in order to identify the more critical matters that needed to be addressed as a matter of some urgency, with the other matters being addressed at a later stage.
In discussion of this matter Court was aware that a balance between cost savings and systems enhancement would need to be achieved for each of the reviews undertaken. It was also aware that not all tasks undertaken within the University would necessarily have a formal process in place. It was recognised that there was a need to look forward, to identify what future demands would be and how best to meet these.

CM 4089  ESTATES STRATEGY COMMITTEE

Court received the report from the meeting of the Estates Strategy Committee held on 8 January 2008. In particular the following matters were discussed:

.1 Combined Heat and Power Plant and District Heating (ESCM 180)

An Energy Group had recently been established within the University to consider initiatives to provide an energy efficient and sustainable campus. One of its first recommendations was that a Combined Heat and Power Plant could offer opportunities to reduce utility costs, improve efficiency and reduce the University’s carbon footprint. A detailed business case was being prepared by Estates Management. In order to take this forward it was proposed that space for this facility be created within the new Sports and Health Facility that would service not only this building but also the Curran, Stenhouse, John Arbuthnot/SIPBS, Lord Hope and Estates Management buildings. On the recommendation of the Estates Strategy Committee, Court

RESOLVED that a budget of £590k be allocated to the Sport and Health Facility budget for the construction of a plant room to house a future district Combined Heat and Power plant, this to be funded from the backlog maintenance costs included in the EDF.

.2 James Weir, Phase 4 (ESCM 185)

The James Weir Phase 4 project incorporated a number of phases and smaller projects, including backlog maintenance works directly associated with the areas being redeveloped. It had been proposed that further backlog maintenance works, identified in the EDF and beyond, should be included within this stage of the project as appropriate in order to allow a co-ordinated approach to minimise disruption and maximise efficiency. On the recommendation of the Estates Strategy Committee, Court

RESOLVED that the Design Team already appointed to this project be asked to include backlog maintenance design work up to Gateway 1 in their work for this project and a budget of £65k be set aside to meet the additional costs involved.

.3 Livingstone Tower and McCance Building, External Works (ESCM 187)

Court was pleased to note that the majority of the external works to both the McCance building and the Livingstone Tower were now nearly complete. However, following the results of a survey, all the glass spandrel panels on the west and south elevation of the Tower needed to be replaced as a matter of some urgency as they were at risk of failure. In light of the above information and on the recommendation of the Estates Strategy Committee, Court

RESOLVED that the budget to complete the external repair works to the Livingstone Tower be increased by £450k, this to be met from the backlog maintenance element of the EDF.
.4 Royal College, Phase 3 (ESCM 188)

It was noted that, in order to allow a more co-ordinated approach, the brief for the above project had been developed so that it would comprise various phases and backlog maintenance works. This would require additional funding to be added to the project. On the recommendation of the Estates Strategy Committee, Court

RESOLVED that a further £65k be added to the budget for the Royal College Phase 3 project in order to allow the design work related to the backlog maintenance to be included in the new project design work, this cost to be met from the backlog maintenance element of the EDF.

.5 Thomas Graham, Level 5, Science and Innovation Award (ESCM 189)

It was noted that a detailed review and reconciliation of the estimated costs involved in this project had been undertaken and value engineering/cost reductions had been considered. The revised cost reflected the recommended scope of works, including all backlog maintenance work required, and any further savings were unlikely to be achieved without adversely affecting the quality of the project. The total increase of the project costs was £820k. Various funding sources had been identified to meet this increase as follows:

- Planned maintenance - £160k
- Departmental contribution - £50k
- Fume Cupboard Working Group contribution - £50k
- EDF backlog maintenance - £560k.

In light of the above information and on the recommendation of the Estates Strategy Committee, Court

RESOLVED that

i. additional funding of £820k be added to the budget for this project with the funds to come from the sources identified above;

ii. Clark Contracts be appointed as the main Contractor to complete the construction works required.

.6 Project Costs

Some concern was expressed that the costs associated with some projects in the EDF were rising quite significantly. It was acknowledged that some of the project briefs had been expanded to allow more backlog maintenance works to be undertaken at the same time as the main project works in order to improve efficiency and minimise disruption. Whilst this might be achieved quite reasonably by virement of funds between two different entries (i.e. from the backlog maintenance line to the specific project line in the EDF) nonetheless, Court would wish to see some further information on expenditure to confirm this. A simple checklist indicating original costs and uplifts made would be helpful. It was **agreed** that this information would be provided at the next meeting.
CM 4090 STAFF COMMITTEE

Court received the report from the meeting of Staff Committee held on 6 December 2007. In particular the following matters were discussed:

.1 Sickness Absence Management Policy (S 1312)

Court received the draft Sickness Absence Management Policy which had initially been prepared in the late summer and then had been subject to University-wide consultation. The Director HR informed Court that not all of the Campus Unions had agreed all aspects of the draft and a small part of it, (self-certification of sickness absence) involved a contractual change to present arrangements. For this reason he was asking Court to approve the Policy to be implemented no later than 1 May 2008 so that advance notice of the changes could be given. On the recommendation of the Staff Committee, and taking account of the position with the Campus Unions, Court

RESOLVED that the Sickness Absence Management Policy be approved for implementation no later than 1 May 2008, with the Director HR to inform staff accordingly.

.2 Continuing Professional Development Framework (S 1310.3)

It was noted that a revised model for Continuing Professional Development (CPD) had been prepared by the Director of the Centre for Academic Practice and Learning Enhancement which revised the requirements placed on probationary lecturers. Currently probationary lecturers were required to be eligible for membership of the Higher Education Academy before probation would be confirmed. One way of achieving this eligibility was through the Postgraduate Certificate in Advanced Academic Studies. Central to this matter was the requirement for probationary lecturers to complete 60 M-Level credits of the Postgraduate Certificate. However, experience within the University had demonstrated that, due to the workload and the number of competing demands placed on new lecturers, some lessening of the requirements might be in order. Whilst the Committee was keen to ensure that all staff had access to relevant development opportunities a more flexible approach might be appropriate. On the recommendation of Staff Committee, Court

RESOLVED that

i. with immediate effect, the requirement for confirmation of probation would be changed to achieving 30 credits of the new Continuing Professional Development Framework, and that this would be defined in the letter of appointment;
ii. the Postgraduate Certificate in Advanced Academic Studies be revised to operate within a new and wider Continuing Professional Development Framework which had still to be finalised.

.3 Investors in People Accreditation (S 1310.1)

Court was pleased to note that the University had successfully achieved re-accreditation of its Investors in People standard. Feedback from the Assessors had identified particular strengths of the University that went beyond the requirements of the accreditation programme, as well as a small number of areas for improvement. The Lead Assessor would be returning to the University in early February to discuss his report which confirmed that staff at all levels were responding to the Excellence Agenda and the implications of the Strategic Plan for personal development. On behalf of Court the Convener thanked all those who had been involved in ensuring such a successful outcome for the University and, in particular, the Director HR and Mr G Whyte.
.4 Appointment of Senior Academic Managers (S 1308)

Court noted that the report from the Review Group established to consider the appointment of Senior Academic Managers would be brought to the next meeting for consideration.

CM 4091 CONVENER’S ACTIONS

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

.1 Late Fees

Following agreement at the meeting of UMC on 27 November 2007 the Principal took action on behalf of Senate and the Convener has taken action on behalf of Court to approve the following late fees:

i. **Egyptian Students** – the fee for the postgraduate certificate in Educational Computing in the Faculty of Education is £6,120 for session 2007/08; the fee for the Graduate Diploma (English) for postgraduate study in the Faculty of Law, Arts and Social Sciences is £6,120 for session 2007/08;

ii. **Doctorate in Counselling Psychology**, joint delivery with Glasgow Caledonian University, the fee is £5,025 for session 2007/08.

.2 Glasgow Educational and Marshall Trust

Professor J Bourne, Dean of the Faculty of Education, has been appointed as the University’s representative on the Governing Body of the above Trust, initially for the period to October 2012.

.3 Head of Department Appointment

**Civil Engineering** – following the resignation of the Head of Department Professor Bob Kalin has been appointed Acting Head of Department with effect from 1 December 2007 until further notice. This will allow the department time to commence the formal process to appoint a Head of Department.

.4 Membership of Business Ventures Group

Two new external members have been appointed to membership of the Business Ventures Group. They are Mr D Lockwood, MD of Thales Optronics in Scotland; and Mr A Minty, Chairman of Iris 3D Ltd and an independent consultant.

.5 Convocation of Heriot-Watt University

Mr R Chapman, Vice-Dean (Academic) of the Faculty of Engineering, has been appointed as the University’s representative on the Convocation of Heriot-Watt University.

CM 4092 NEXT MEETING

Tuesday 11 March 2008 at 10.00 a.m. followed by lunch and then a visit to the University Library.

GMcA/24.01.08