University of Strathclyde

COURT

Minutes: 4th May 2007

Present: Dr A S Hunter, Convener of Court (in the Chair)
        Principal, Mrs E J Currie, Mr J Ferguson, Dr R M Harley, Dr P Hughes, Mr R J A Hunter,
        Mr J F Livingston, Mr T J Monaghan, Mr C Moore, Ms K Morrison, Ms M McGee, Dr P
        MacKenzie, Dr A McLaren, Ms F McMenamin, Professor M Pacione, Mr B Rennick, Dr
        G Wilson, Mr M Wishart

Attending by invitation: Chancellor, Pro Vice-Principal Professor N Juster, Deputy Principal Professor R Condie,
                         Deputy Principal Professor A Ferguson, Deputy Principal Mrs A Hughes, Deputy
                         Principal Professor K Miller, Deputy Principal Professor J McDonald, Professor C Grant
                         (Dean of Engineering) Professor C Harvey (Dean of Strathclyde Business School),
                         Professor N Hutton (Dean of Law, Arts & Social Sciences), Mr I R M Smith (Dean of
                         Education)

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 & Communications),
           Professor K Kane (Convener of the Statutory Advisory Committee on Safety and
           Occupational Health), Ms S Thompson (Head of Safety Services), Mrs G McArthur
           (Court Secretary)

Apologies: Vice-Principal Professor J Love, Mr P Goldfinch, Mr D Gray, Councillor Dr M Green,
           Professor G Hogg, Professor A Paterson, Mrs P Ritchie, Mr M Strachan, Dr C Vance,
           Professor B Furman (Dean of Science)

CM 3976 WELCOME
The Convener welcomed the Chancellor, Professor K Kane (Convener of the Statutory
Advisory Committee on Safety and Occupational Health) and Ms S Thompson (Head of
Safety Services) to the meeting.

CM 3977 MINUTES
The minutes of the meeting held on 13 March 2007 were approved.

CM 3978 PRINCIPAL’S REPORT
Court noted a report from the Principal which included the following information:

- The Principal had recently visited Mexico, where he had been involved in
discussions to seek funding to establish a centre for renewable energy
technologies; and he had also visited Kuala Lumpur where he had joined the
celebrations of the fifteenth anniversary of the founding of the International
Medical University which has a long-standing agreement with the Pharmacy
department (now part of SIPBS) at Strathclyde;
- Two new centres, worth a combined total of £4.5M, were being created in the
Faculty of Engineering under the aegis of the Institute for Energy and the
Environment and under the leadership of Deputy Principal Professor McDonald to bring cutting edge research and teaching to industry. Court congratulated Professor McDonald on these successes;

- Two Faculties were currently in the process of selecting a new Dean, the Faculties of Education and Science. Science would shortly elect their Dean one year in advance, to allow the Dean Elect a year to shadow the current Dean. The Faculty of Education had decided to advertise externally for a new Dean and the current Dean would remain in post until the new Dean was appointed;
- Court was sorry to hear that Professor Juster, Pro Vice-Principal, would shortly be leaving to take up appointment as Vice-Principal at Glasgow University. However, Court congratulated him on his new post and wished him well in the future. The process to seek a replacement Pro Vice-Principal was now underway.

**CM 3979 UNIVERSITY STRATEGY (CM 3957)**

Court was aware that the new Strategic Plan had been formally launched the previous day at a presentation in the Barony. Deputy Principal Professor Miller paid tribute to all those involved in developing the new Plan and particularly to Ms Whitley (Deputy Secretary), the Planning Team and the members of staff in the Office of Marketing and Communications for producing this document so well and so quickly.

Court was aware that in adopting this new strategy the University was committing to major change right across the institution. Court received a paper which set out key milestones over the coming months in terms of delivering against the major aspirations expressed in the strategy. In order to monitor progress effective systems were being developed and the schedule of activities which had been drawn up included a range of explicit opportunities to take stock of progress and to re-visit the approaches being taken. It was acknowledged that the University had adopted an ambitious plan and the Senior Officers/Change Management Team were acutely aware of the need to avoid overload in order to progress the implementation. Court also received the CUC report on the Monitoring of Institutional Performance and the use of Key Performance Indicators which had been published in November 2006. This report was under active consideration within the University and would provide some useful input to the development of the University’s own key performance indicators.

In discussion the members of Court welcomed this information and the progress that had been made since the Residential meeting in November. Evidence of the change taking place within the University was now appearing in the various reports provided to Court. Court would continue to monitor the implementation of the strategy and, at its Residential meeting in November, would discuss the key performance indicators being adopted within the University. Court welcomed this report.

**CM 3980 STATUTORY ADVISORY COMMITTEE ON SAFETY AND OCCUPATIONAL HEALTH: ANNUAL REPORT**

The Convener welcomed Professor K Kane, Convener of the Statutory Advisory Committee on Safety and Occupational Health (SACSOH), to the meeting. Court received the Annual Report for 2006 from the Committee. In presenting this report to Court Professor Kane reminded Court of the current arrangements for ensuring compliance with the University Health and Safety Policy and where the main responsibilities lay for this, both in terms of individuals and committees. During 2006 a number of revisions were made to the University’s Health and Safety Policy. Court noted the main areas that the Committee was currently addressing which included the establishment of the new Occupational Health Service within Safety Services. This service was now operational and had been involved in a wide range of issues. SACSOH
supported the work currently being undertaken by the Staff Wellbeing Group which was introducing a pilot programme aimed at identifying and addressing work related stress. SACSOH was also promoting a variety of health and safety training courses for staff in the University. The priorities for 2007 were to provide training for fire co-ordinators, to monitor that mandatory training was being undertaken; and to review the structure and content of the Health and Safety Policy.

In response to the outcome of the discussion at Court last year the reporting deadline for receipt of the Deans’ and Senior Officers’ Annual Safety Reports had been brought forward. This was so that these reports could be reviewed by Safety Services and SACSOH before the Annual Report was prepared and brought to Court. In the light of experience, a reporting format for the Deans and Senior Officers would be introduced for the next year so that if Heads of Department’s raised any issues information would be provided on how these were being addressed. Whilst the majority of reports had been received from Heads of Departments by the deadline set, it was noted that there were still a few outstanding. SACSOH and Safety Services had followed up on all of these reports and some had now been received. However, Court indicated that this was not satisfactory and these Heads of Departments must comply. It wished a follow-up report on this matter to be brought to the next meeting. Court also expressed other concerns and wished to emphasise that the Heads of Departments had a key role to play in relation to health and safety matters and must ensure that all obligations on them were fulfilled and that staff in departments attended all compulsory training courses.

On behalf of Court the Convener thanked Professor Kane for her report.

CM 3981  ADVANCED FORMING RESEARCH CENTRE (CM 3946)

Professor Juster, Pro Vice-Principal, presented a report on progress with the possible establishment of an Advanced Forming Research Centre (AFRC). This initiative was consistent with the University’s strategic aims and priorities. In order to ensure the success of this Centre the University and Scottish Enterprise (SE) were working in partnership with an emerging consortium of private sector companies. Steps were being taken to identify and secure excellent leadership for this Centre as well as the funding needed to meet its start-up and operational costs. The research opportunities and other benefits that this Centre could bring to the University were recognised. It was noted that business partners were now beginning to sign-up to be part of this facility. Whilst it was anticipated that this project could run for some 20 years partners were only being asked to commit to five years at present. The University would employ the Project Managers which represented the main costs facing the University at present.

Court welcomed this report and acknowledged that this was an excellent opportunity for the University. Whilst it was not without some risk Court accepted that the risk was being managed. The University would continue to work in partnership with Scottish Enterprise to ensure the success of this initiative. Court was now being asked to support the University’s continued endeavours in this initiative and the Board at Scottish Enterprise would also be asked this at its meeting later in May. Court endorsed the University’s continuing activity in this initiative and would continue to receive reports on progress.

CM 3982  FACULTY OF ENGINEERING REPORT

Professor C Grant, Dean of the Faculty of Engineering, presented the Faculty performance monitoring report to Court. He was pleased to report that a number of the Faculty’s strategic aims were now beginning to come to fruition and the excellence agenda was being strongly supported in the Faculty. A number of changes had taken place in some of the key leadership posts in the Faculty, including the Dean, two Vice-
Deans and five Heads of Departments. A number of other excellent strategic appointments had also been made in the Faculty. This brought renewed energy and vigour to implementing the Faculty’s strategic aims. The Faculty was continuing to encourage collaboration with others, both within the Faculty and with other Faculties. The financial position of the Faculty had improved significantly over the previous year, with several departments performing better than expected. A major factor in this success had been the strong recruitment of international students, as well as a significant and sustained improvement in research income. Court was pleased to note that the number of undergraduate applications and intake was increasing; that the entry standards had been maintained and, in some instances, increased, so that the Faculty entry standard was ahead of the University average; and the Faculty had significantly improved its student retention rate. Graduate employment was strong and recruitment of international students remained buoyant. The Faculty was fully committed to the excellence agenda and was currently developing its plans.

Court welcomed this very positive report and commended the Faculty on its current performance. It was acknowledged that student recruitment, particularly for international students, was very competitive and required a significant amount of hard work and effort right across the University if this was to be successful. There were a number of initiatives in the Faculty that were also very successful and raised the profile of the Faculty and its students to a wider audience. In relation to commercialisation and knowledge transfer it was noted that the Faculty did have support in this area from a business development manager. Following consultation by the Engineering and Science Research Council, consideration was being given to appointing more knowledge transfer managers in the Faculties and departments. It was considered that it would be advantageous if these posts could be embedded in the Faculties and steps were being taken to achieve this.

On behalf of Court the Convener thanked the Dean for his excellent and positive report.

CM 3983 PROPOSED AMENDMENTS TO CHARTER AND STATUTES: APPOINTMENT OF DEANS (CM 3462)

Court received a proposal to amend the University Charter, Articles 12, 13 and 14, and Statutes 1, XV and XVI, to reflect the revised appointment procedures for Deans that had been approved by Court in October 2003 and to update the terminology used within the University. In particular the appointment processes had been revised to allow the University to appoint external candidates to the office of Dean, but the Statute (XVI) had not been similarly revised. Also the Charter and Statutes referred to Schools, when the University had moved to a Faculty structure some time ago. The University Management Committee had considered the proposed amendments to the Charter and Statutes and had endorsed them. Court considered that it was timeous to make such amendments. Court

RESOLVED by Special Resolution that approval be given to the amendments to the Charter, Articles 12, 13 and 14, and to Statutes 1, XV and XVI, as set out in the Annex to the minutes prior to submission to the Privy Council and subject to:
- notification to Senate
- public display within the University for a period of 28 days
- confirmation by Court
- any amendments which the Lords of the Privy Council may require.

CM 3984 SENATE

Court received the report from the meeting of Senate held on 21 March 2007. In presenting this report to Court Deputy Principal Professor Miller informed Court that Senate had been fully supportive of the revised Strategic Plan and the excellence agenda.
CM 3985  COURSE FEES (SM 11108, 11109, 11110, 11111)

On the recommendation of Senate, Court

RESOLVED that

i. the tuition fee schedule for 2007/08 be approved as detailed in the file copy of the minutes;

ii. the fee for 2009-10 for the first cohort of students on the proposed new MPharm Degree with the International Medical University, Kuala Lumpur, should be set at £11,830 (a composite fee comprising a tuition fee of £9,470 – providing the same discount as that enjoyed by students on the present collaborative programme - plus accommodation);

iii. the fee for the Professional Postgraduate Diploma in Education (Primary) and (Secondary) Courses for Non-EU Students in 2007/08 should be set at £8,000;

iv. the fee waiver for 2009-10 for overseas entrants to the Professional Postgraduate Diploma in Education (Primary) and (Secondary) courses should be £1,200;

v. the late course fees in the Strathclyde Business School for 2006/07 be approved, as detailed in the file copy of the minutes. (It was noted that UMC had asked that the Business School take steps to ensure that all fees are reported timeously in the future.)

CM 3986  PRIZES AND SCHOLARSHIPS (SM 11128)

On the recommendation of Senate, Court

RESOLVED that

i. the Prizes listed below be approved with immediate effect;
   
   RS Undergraduate Project Prize (£500, £200, £100)
   St William Siemens Medal
   David Tedford Prize (£250)
   The Rolls-Royce Award for Engineering Excellence (£150)
   The BP Prize for project work in Electronic & Electrical Engineering
   (all as detailed in the file copy of the minutes);

ii. the Aventis Pharma Prize be deleted from Regulation 21.5.1 with immediate effect.

CM 3987  AMENDMENTS TO THE USSA CONSTITUTION (SM 11134)

On the recommendation of Senate, Court

RESOLVED that the proposed amendments to the USSA constitution be approved as detailed in the file copy of the minutes.

CM 3988  RESEARCH ASSESSMENT EXERCISE (CM 3966; SM 11133)

Professor Ferguson, Deputy Principal, provided Court with an update on progress with the preparations for the Research Assessment Exercise (RAE) in 2008. During the next few months some crucial decisions would be taken to shape the University’s final submission. A clear plan and timescale to achieve this had been developed and agreed within the University. It was the University’s intention to aim for quality rather than
quantity in its submission. The importance of achieving a good result in the RAE was well recognised throughout the University as it not only affected the income to the University but its status as well. The University had done all it could in terms of research output that could be included in the RAE and was now concentrating on the textual parts of the submission. Some final decisions regarding which staff in certain areas should be included in the submission would be taken shortly and, thereafter, the submission would be finalised. Court welcomed this progress report and paid tribute to all the staff involved for all their hard work. A further report would be brought to Court in October.

CM 3989 STUDENT RESIDENCE CHARGES 2007/08

On the recommendation of the University Management Committee, Court

RESOLVED that the Residence Fees for 2007/2008 should be raised by 4% over the fees charged in all residences in 2006/07, according to the schedule of charges attached to the file copy of the minutes.

CM 3990 STRATEGIC INVESTMENT GROUP

On the recommendation of the Strategic Investment Group and the University Management Committee, Court

RESOLVED that

.1 the case for developing a second IT Machine Room be supported for funding and that this should be located in the ground floor of the Graham Hills Building (as per Option 6 of the business case from IT Services and Estates Management);
.2 the Research Champions Training Programme should be funded in Year 1 in the amount of £40k from the University and a £10k contribution from Human Resources, as outlined in the business case. (It was noted that the scheme should continue to operate on an annual basis thereafter – subject to confirmation of the success of the initial programme – for 20 staff per annum, with the investment of resources required to accomplish this coming from Research and Innovation (£15k) and Human Resources (£10k);
.3 the Research Enhancement Pump-Priming and Research Partnerships Funding proposal be approved, with the University providing resources of £300k to the fund;
.4 the new ‘Research Matters’ quarterly publication be approved for funding in Year 1 at a cost of £25k. Thereafter, the production of the publication should be sustained via the annual investment of resources from the Office of Marketing and Communications (£15k) and Research and Innovation (£10k).

In each of the above cases the funding required from the University, centrally, would be provided from the favourable variance reported at the last meeting in the mid-year budget update report (CM 3967), hence incurring no net additional cost to the University’s existing budget commitments.

Additionally, Court noted that UMC had supported a request to invest in the expansion of Journalism in the Faculty of Law, Arts and Social Sciences. Funding of £114k was sought to support the creation of two new academic posts for two years, with the intention that the Faculty would provide matching funding to meet the costs involved. Funding to cover the cost of a part-time clerical post for three years would be provided by the Principal’s Strategy Fund. On the recommendation of the University Management Committee, Court
RESOLVED that the case for an investment of £114k in the expansion of Journalism be approved, with the funding coming from the favourable variance reported in the mid year budget report.

CM 3991 UNIVERSITY FINANCIAL REGULATIONS

Court received the University’s Financial Regulations which had recently been revised. Both the University Management Committee and the Audit Committee had considered these revised regulations and had indicated that they were satisfied with them. In light of this Court

RESOLVED that the revised University Financial Regulations be approved with immediate effect.

CM 3992 MID YEAR FINANCIAL REVIEW – SORP FORMAT (CM 3967)

Court had received the Mid Year Budget Review report at its last meeting. This information had been recast into the SORP format and had been considered by both the University Management Committee and the Audit Committee. Both these Committees had indicated that they were satisfied with the information presented.

CM 3993 FACULTY QUALITY ASSURANCE REPORTS

Court received, for information, the Annual Report from the Academic Committee, which had also been considered by the University Management Committee, and which summarised the main issues arising from the Faculty Quality Assurance Reports. Court was pleased to note that the Academic Committee was satisfied with the Faculty reports which demonstrated that robust quality assurance processes were in place and that all Faculties were engaged in enhancement activities, particularly in relation to the first year experience. Deputy Principal Hughes informed Court that the Academic Committee would have an input into the development of key performance indicators, some of which were already in the Strategic Plan. Court welcomed this information.

CM 3994 ESTATES STRATEGY COMMITTEE

Court received the report from the meeting of the Estates Strategy Committee held on 17 April 2007.

.1 Building Condition Report (CM 3969; ESCM 85)

It was noted that the Committee was continuing with the planned programme of backlog maintenance and had identified the next set of works to be carried out. On the recommendation of the Estates Strategy Committee, Court

RESOLVED that Estates Management be authorised to proceed with the backlog maintenance works identified below at a total cost of £1.292M. The works being:

- Lift refurbishment in the Graham Hills Building
- Essential structural and window repairs in the McCance Building
- Essential structural repairs to the Livingstone Tower.
.2 Learning and Teaching Infrastructure Funds (LTIF) Award (ESCM 86.3)

It was noted that funding through the LTIF awards could only be used to support projects already identified in the EDF. On the recommendation of the Estates Strategy Committee, Court

RESOLVED that Estates Management be authorised to proceed with the submission to the Scottish Funding Council seeking funding through the LTIF award for the projects identified in the Annex to the file copy of the minutes.

.3 Royal College, Centre for Process Analytics and Control Technology (CPACT) (ESCM 90)

Court was informed that CPACT was being moved from the Colville Building to the Royal College in order to consolidate chemistry related activities in the Royal College/Thomas Graham buildings and to free up space in the Colville Building for Civil Engineering, which would in turn free space in the John Anderson building for Physics. It was the intention that the move of CPACT would be completed by the end of June 2007. The scope of works had been identified and would include significant backlog maintenance works at an estimated cost of £109k. The total estimated project cost was £277k (including the backlog maintenance), with PSMG contributing £148k from CPR and the Department contributing £20k. On the recommendation of the Estates Strategy Committee, Court

RESOLVED that £109k be allocated from the backlog maintenance budget of the Estates Development Framework to fund the maintenance works required in the move of CPACT to the Royal College.

.4 Thomas Graham Building, Level 5, Science and Innovation Award (ESCM 91)

Court noted that the timing of this project had been brought forward in order to take advantage of receipt of a Science and Innovation Award. On the recommendation of the Estates Strategy Committee, Court

RESOLVED that Estates Management be authorised to proceed with the refurbishment of level 5 of the Thomas Graham building, at an estimated cost of £1.2M, with the costs being met as follows:

- Science & Innovation Award £355k
- Faculty of Science £200k
- EDF backlog maintenance budget £495k
- Fume Cupboard Working Group £150k.

.5 Thomas Graham Link Building, SRIF 3, Chemical Engineering (ESCM 92)

It was noted that there was presently a funding shortfall of £115k for the above project, which was due to an increase in costs of the mechanical and electrical services works that needed to be undertaken and which could be funded from backlog maintenance funds. On the recommendation of the Estates Strategy Committee, Court

RESOLVED that the funding for this project be increased by £115k, this to be met from the backlog maintenance fund element of the EDF.
.6 Delegated Authority (ESCM 93)

Court noted that the Committee was of the view that this would be an appropriate time to review the level of authority delegated to it by Court. Given the number of projects where the costs involved were relatively low (in terms of construction or infrastructure/service costs) and the number involving backlog maintenance issues, it seemed that seeking Court approval to spend against each project was unnecessary, especially given that Court had previously approved each of the projects. Rather, the Committee was of the view that Court should consider raising the level of funding at which all proposals would have to be brought to it. Court endorsed the views of the Committee, and

RESOLVED that a review of the delegated authority and the level of expenditure that the Committee could commit without further recourse to Court, should be undertaken by the Treasurer and the Directors of Finance and Estates Management and proposals should be brought to a future meeting for consideration.

.7 Jordanhill Estates Strategy, Budget (ESCM 96.4)

It was noted that the requirements of developing the Jordanhill Campus Masterplan Stage 2 were more onerous than had been anticipated, which had resulted in a fee level higher than had originally been estimated. Additional funding of £238.5k was being sought to fund continuation of this project to the end of the calendar year. It was accepted that it was better to undertake this planning work at this stage so that any potential problems could be identified and resolved in order to achieve a better price for the site. On the recommendation of the Estates Strategy Committee, Court

RESOLVED that an additional sum of £238.5k be allocated from the EDF to the single campus project in order for this to continue until the end of December 2007.

CM 3995 AUDIT COMMITTEE

Court received the report from the meeting of the Audit Committee held on 29 March 2007. In particular Court noted the following:

.1 Research Council’s Visit (AM 766)

Court noted that a team from the Research Councils had visited the University in December 2006 to ensure that the research grant administration at the University was robust and fit for purpose. Court was pleased to note that the report from this visit had been very positive for the University overall and for the Internal Audit Service in particular. Court congratulated the University team and the Internal Audit Service for ensuring such a positive report.

.2 Bioaccelerate (AM 767.2)

Court noted that the Audit Committee continued to monitor progress with the various actions that had arisen in the light of the Bioaccelerate report. The Convener of the Audit Committee was pleased to report that all recommendations made in the Internal Audit Report and agreed by the Audit Committee had now been actioned.

CM 3996 BUSINESS VENTURES GROUP

Court received a report from the Business Ventures Group (BVG). BVG had been considering its terms of reference and composition following the recent committee restructuring, particularly in light of the changes that had been made to the Research
Committee structure within the University. BVG wished to amend its terms of reference to bring it up to date in light of various changes, to make clear that it was responsible for the governance of the process under which spin-out companies are formed and commercialisation opportunities realised. BVG also wished to recruit more individuals with relevant business expertise to its membership. On the recommendation of the Business Ventures Group, Court

RESOLVED that the terms of reference and composition of the Business Ventures Group be approved as detailed in the Annex to the file copy of the minutes.

CM 3997 CONVENER'S ACTION

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

Head of Department Appointments

Law School: Professor M Poustie appointed for the period 1 August 2007 to 31 July 2010;
Government: Professor D Judge re-appointed for the period 1 August 2007 to 31 July 2010;
Bioengineering: Professor A Nicol re-appointed for the period 1 August 2007 to 31 July 2008;
Educational and Professional Studies: Mr C Rowlands re-appointed for the period 1 August 2007 to 31 July 2010;
Architecture: Dr M Grant re-appointed for the period 1 August 2007 to 31 July 2009;
Creative and Aesthetic Studies: Dr Allan Hewitt appointed for the period 1 August 2007 to 31 July 2010;
Hospitality and Tourism Management: Dr R Prentice appointed for the period 1 August 2007 to 31 July 2010;
European Policies Research Centre: Professor D Yuill appointed for the period 1 August 2007 to 31 July 2010.

CM 3998 NEXT MEETING

The next meeting will be held on Tuesday 26 June 2007 at 10.00 a.m. followed by lunch at 12.30 p.m. and a visit to the Department of Economics at 2.00 p.m.