University of Strathclyde

COURT

Minutes: 7th October 2008

Present: Dr J F Livingston (Convener of Court), Principal, Vice-Principal Professor K Miller, Mr N Campbell, Mr R Cleland, Mr R Crawford, Mr D Dunbar, Mr J Fergus, Mr P Goldfinch, Dr D Grierson, Dr P Hughes, Mr R J A Hunter, Mr T J Monaghan, Ms K Morrison, Dr J McInnes, Ms F McMenamin, Professor A Paterson, Mr M Ross, Dr C Tedford, Dr C Vance, Dr G Wilson, Mr M Wishart.

Attending by invitation: Deputy Principal Professor A Ferguson, Deputy Principal Mrs A Hughes, Professor J Bourne (Dean of Education), Professor C Grant (Dean of Engineering), Professor S Hart (Dean of Strathclyde Business School), Professor I Hunter (Dean of Science), Professor N Hutton (Dean of Law, Arts & Social Sciences)

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

Apologies: Chancellor, Mr D Gray, Professor R Kalin, Bailie G Matheson, Mr M Strachan, Ms L Whiteford, Deputy Principal Professor J Love, Deputy Principal Professor J McDonald

OPEN BUSINESS

CM 4185 WELCOME

On behalf of Court the Convener welcomed the new members, Mr R Cleland, Dr J McInnes and Mr N Campbell to the meeting. He also welcomed the new Dean of Science, Professor I Hunter.

CM 4186 APPOINTMENT OF PRINCIPAL AND VICE-CHANCELLOR (CM 4178.1, 4126)

The Convener updated Court on progress with the appointment of the new Principal and Vice-Chancellor. Heidrick and Struggles, Executive Search Consultants, had been appointed to assist the University recruit to this important post. This post had been advertised and had attracted a number of applicants both from within the UK and from overseas. A long list of candidates had been identified which would be considered and a short list agreed. Formal interviews would be arranged, with dates in October already confirmed. It was the intention to hold a Joint meeting of Court and Senate, followed by a Special meeting of Court, on 6 November 2008 to receive the recommendation of the Appointment Committee on the appointment of the new Principal.

CM 4187 MINUTES

The minutes of the meeting held on 24 June 2008 were approved subject to the following amendment:

CM 4149 Excellence Review of Hospitality and Tourism Management
Line 8, Delete: ‘The full report on.’
Court noted a report from the Principal which included the following information:

- Since the last meeting the report of the Joint Future Thinking Task Force for Universities had been published and members of Court had had the opportunity to comment on this. The Convener of Court, the Vice-Principal and Deputy Principal Love had attended the consultation meeting in August to discuss the proposals contained in this document. A number of concerns had been expressed at this meeting and the Task Force had subsequently met to discuss these. The Principal would keep Court updated as more information became available.

- Court congratulated Professor C McInnes from the Department of Mechanical Engineering who had recently been awarded an ERC Advanced Investigator Grant for his work in advanced space projects; and Dr N Hunt from the Department of Physics who had secured a significant grant for his work studying the behaviour of proteins and enzymes using pioneering laser spectroscopy techniques.

- Court was pleased to note that a consortium of Universities led by Brunel, and including Strathclyde, had won the right to host the International Convention on Science, Education and Medicine in Sport in 2012, in the run up to the London Olympic Games. This event would be held in Glasgow.

- The Principal was pleased to report that two separate fund raising campaigns had recently been successfully launched. The first of these was the launch, by Professor Lord Winston, of a campaign to raise £8M to support the new drug discovery institute building (SIPBS building). To date over £3M had already been raised. The Convener reported on the second fundraising campaign, for the new Sports and Health Facility, that had been launched the previous day by the Chairman of the campaign, the broadcaster Dougie Donnelly.

- The Principal was pleased to report that the First Minister, the Right Honourable Alex Salmond, had recently given the Law, Arts and Social Sciences Faculty lecture in the University.

- The Strathclyde Alumnus of the Year had been awarded to Andrew Cameron, the outgoing Chief Constable of Central Scotland Police.

- The University had recently hosted the Space Law Moot Finals. This was a new area of law and had been held in conjunction with the International Astronautical Congress held in Glasgow.

- Court was pleased to note that the Graduate School of Engineering would be launched by the Faculty the following day.

Vice-Principal Professor K Miller updated Court on progress with the implementation of the University’s strategy. Court noted the following:

- The Excellence Reviews were now concluded and Court had been informed of the main outcomes of each of these.

- The Holistic Reviews of business processes were now underway and were at various stages. The review of the undergraduate student recruitment process was complete and was now in the implementation phase. All of the reviews to date had emphasised the need for greater partnership working between academic departments and Central and Academic Services.

- The Senior Officers and Deans had recently held a residential meeting to consider the implementation of the Strategic Plan, the progress made to date against the targets set and the main issues emerging. This meeting had identified the priorities and drawn up a draft timetable for the next stage. This would form the basis of discussion at the Residential meeting of Court in November. Court was pleased to note that there was a high degree of commitment and collegiality emerging from this exercise.
CM 4190 STAFFING AND EQUAL OPPORTUNITIES (CM 4045)

Court received the Annual Report on Staffing Matters for the year 2007/08 and the Equality in Employment Practice Report 2007. In presenting the report the Director HR demonstrated that support for the Agenda for Excellence was through engagement with 3 strategic HR themes, namely Winning the War for Talent; Right Sizing and Skilling of the Organisation; and Building a Healthier, Fairer and more Supportive Community. The Report measured progress in each of these areas by reference to reviews, external benchmarking, innovation, and analysis of trends and the conclusions were positive. The Review of Recruitment Processes was the second holistic review of business processes involving both Faculty and CAS areas and all but 3 of the 24 recommendations had now been implemented.

In discussion the Director HR explained that re-accreditation through the Investors in People process had confirmed that the Agenda for Excellence was making an impact in all parts of the University. In terms of attracting talent, the University has made some important appointments of international standing from overseas, particularly at Professorial level. This had been due to a change in approach whereby staff in departments and Faculties were more engaged in the early identification of particular individuals who could add to the expertise in the department/area concerned. Also, changing perceptions about renewed ambition and improved performance had enhanced the University’s attractiveness. In some Departments the recruitment of new talent had been preceded by disinvestment. This had allowed certain areas to build capability and to operate more strategically by recruiting individual researchers to form groupings. The operating environment was highly competitive but, with the above changes, the University was performing better. It was also focussing strategically on retaining talent.

On behalf of Court the Convener thanked the Director Human Resources for his report.

CM 4191 STAFF COMMITTEE

Court received the report from the meeting of the Staff Committee held on 19 September 2008. In particular Court discussed the following:

.1 Restructuring, Early Retirement, Voluntary Severance and Recruitment Restrictions (S 1365)

It was noted that Staff Committee was giving consideration to the introduction of an Early Retirement and Voluntary Severance Scheme (ERVS) and how future restrictions on recruitment might be managed strategically. This was in light of the discussion at the meeting of Court in June (CM 4158), where funding had been built into the four year forecasts for an ERVS scheme in order to reduce salary costs, and in light of the need to meet the final stage of the last pay settlement for staff. The final part of this pay settlement, linked to RPI, would be considerably more expensive than originally anticipated and the University would honour this in full. The need to reduce salary costs was currently under consideration within the University and further information would be brought to a future meeting following discussions with the Trade Unions.

.2 A Re-Examination of the Roles that Contribute to Teaching and Research (S 1370)

It was noted that Staff Committee was giving consideration to the career progression structures for staff engaged in Teaching only, Research only and Teaching and Research Combined under the generic heading of Academic Professionals.

.3 UCEA Collective Bargaining Arrangements (S 1366)

At its last meeting Court had decided that the University should continue to participate in national collective bargaining through UCEA (CM 4174) and adopt its new protocols. In response to a query, Court noted that the sector as a whole should be better placed to deal consistently and collectively with the threat of industrial action.
Court received the Annual Report from the Business Ventures Group (BVG). The Convener of BVG, Mr Monaghan, commended this report to Court. It demonstrated that BVG had had a busy year and was operating more strategically. However, it had not achieved the target set in the Strategic Plan of successfully spinning-out five companies per annum, although three companies had been spun-out during the year. BVG was clear that there would be no benefit in spinning-out companies until they were fully ready for this, and so it was better to have fewer spin-outs that had better prospects of success. More recently this situation looked more favourable and there were now better prospects of achieving more successful spin-outs during the coming year.

Court was pleased to note that BVG had worked towards the launch of the Strathclyde Innovation Fund, in partnership with Braveheart Ltd, to raise an independent fund for the purpose of investing in Strathclyde opportunities. Although the Bank of Scotland had withdrawn from this, BVG had continued with the launch of this fund, and a first close of £4.5M was expected in the next month. This funding would be available for investment in identified projects thereafter.

On behalf of Court the Convener thanked Mr Monaghan for this report.

Court received the annual Risk Management Report for session 2007/08. This report had been considered by both the University Management Committee (UMC) and the Audit Committee before coming to Court. This was a comprehensive report that drew substantially on the annual operational risk reports submitted to UMC, other significant developments within the University, and a range of external factors. The Principal drew attention to the main risks the University had faced during the year and those identified for the coming period.

It was noted that since the publication of this risk report the economic situation both within the UK and globally had changed significantly with a marked downturn. This situation was being monitored very carefully and some steps had already been taken to mitigate against any potential loss. It was acknowledged that this would impact on the funding of the EDF and the potential value the University could obtain for the sites that it had to sell. The University needed to achieve a good price for these sites and so a watching brief would be maintained over the coming months to determine when would be the best time to market them.

In discussion the view was expressed that the information Court received did not always highlight which were the highest risks the University faced, i.e. the table attached to the report did not show any risks that were deemed to be both high likelihood and high impact. This was because this was a dynamic process, so that by the time the report was produced any risk identified as being both high likelihood and high impact would have been considered and action would have been taken to mitigate against this. Details of some high likelihood, high impact risks had been included. Whilst this was appreciated by Court, nonetheless, it was considered that Court members would find it useful to have more of this information included in the report.

A formal Schedule of Delegated Authority had been prepared. This set out the statutory position within the University by drawing on information obtained from the Charter, Statutes and Regulations of the University, and also the various decisions taken by Court either directly (as set out in the Court minutes) or indirectly (as set out in various Codes of Practice and procedures). The University Management Committee and Audit Committee had both considered this document and were satisfied with it. It was acknowledged that this Schedule would be subject to change should Court decide to delegate any further authority or revise any current arrangement. Court
RESOLVED that the Schedule of Delegated Authority be approved and be published within the University.

CM 4195  DEPARTMENT OF HOSPITALITY AND TOURISM MANAGEMENT (CM 4149; SM 11325.1)

.1 Excellence Review of the Department

At its last meeting Court had been informed that the Excellence Review of Hospitality and Tourism Management had just been completed and approval had been given for the establishment of an implementation group to take forward the recommendations emerging. The Dean of Business informed Court of the main changes now being sought and the need to better integrate this area of activity into the wider Business School. The aim of this was to reinvigorate the programme provision at both undergraduate and postgraduate level, provide a higher level of academic endeavour, establish a research centre, and provide a clearer focus for international and external links. Whilst this would mean that the Department would cease as a separate entity, the core elements of educational, research and knowledge exchange activity would be integrated elsewhere in the Business School. Staff in the Department were aware of this and were being consulted on the changes to be made. Both the University Management Committee and Senate had considered and supported this action. On the recommendation of Senate, Court

RESOLVED that the Department of Hospitality and Tourism Management should cease to be a discrete entity within the Strathclyde Business School with effect from 31 July 2009, and the core elements of educational, research and knowledge exchange activity associated with the discipline area should be incorporated into the broader Business School in a suitable arrangement to preserve the quality and content of the provision and to provide a sustainable basis for the activity in the future.

.2 Training Kitchen and Restaurant

At an earlier stage the Business School had reviewed the course offerings in the area of hospitality management. This had led to some changes to the principal subject. However, this had been reviewed again as part of the Excellence Review of the department, which had led to further changes being made to the curriculum. These changes were proposed in order to improve the academic rigour of the programme offering. The Training Kitchen and Restaurant had been used to provide skills training for the students. However, given the changes to the programme this activity would no longer be required and so it was now proposed that the Training Kitchen and Restaurant be closed. This had staffing implications and, whilst every effort would be made to redeploy the staff concerned, it was now necessary to appoint a Redundancy Officer to progress this decision. Preliminary discussions with the staff concerned and the Trade Unions had already taken place. On the recommendation of the University Management Committee, Court

RESOLVED that

i. the Training Kitchen and Restaurant in the Department of Hospitality and Tourism Management be closed with effect from 31 May 2009;

ii. a Redundancy Officer be appointed to consider the future employment situation of the staff affected by this closure.

CM 4196  ANNUAL BUDGET FOR 2008/09 – LIBRARY DEVELOPMENT (CM 4158)

Court had approved the budget for 2008/09 at its meeting in June. Within the overall budget mention had been made of the need for a specific allocation of £2.5M to effect various steps that were required to free up space for the move of the Jordanhill Library to the John Anderson Campus, but this had been omitted from the specific recommendation regarding the disbursement of the budget. A specific recommendation was now before Court. However, in light of further information that had become available recently Court was
informed that further consideration needed to be given to this matter and it would be brought back at a suitable point in the future.

CM 4197  
**RENEWAL OF OVERDRAFT FACILITIES (CM 4071)**

On the recommendation of the University Management Committee, Court

**RESOLVED** that the University accept the offer of banking facilities from the Bank of Scotland as set out in the Bank’s letter of 16th September 2008.

CM 4198  
**TREASURY MANAGEMENT POLICY (CM 4024)**

In light of the current volatility in the world’s financial markets, and in order to minimise risk and mitigate against financial loss, amendments had been proposed to the current Treasury Management Policy. These proposals revised the maximum that could be invested in any one institution, but maintained the arrangement whereby there was no limit on the amount that could be invested with the University’s own bankers. In discussion of this matter Court was informed that the University had an arrangement with its own bankers that provided both an instant access facility and a more long term investment facility. Given that the University was tied into certain longer term arrangements there might be financial penalties should the University wish to review these arrangements at present. However, further consideration would be given to this matter based on modelling of future patterns of income and expenditure. On the recommendation of the University Management Committee, Court

**RESOLVED** that

i. the current wording of Section 3 of the Treasury Management Policy be reworded as follows: “Surplus Cash balances may be invested as follows:

- Deposits with approved banks
- Deposits with approved Building Societies.

The maximum sum to be deposited with any one institution is £10M with the exception of the UK High Street Clearing Banks where the limit is £20M. The amount that can be deposited with the University’s own bankers is not limited.”

ii. further consideration be given to setting a maximum amount that could be deposited with the University’s own bankers.

CM 4199  
**MICROFABRICATION FACILITY**

It was noted that Photonix Ltd, a not-for-profit company owned jointly by the Universities of Glasgow and Strathclyde and Scottish Enterprise that provided facilities for Photonics research, would shortly cease to trade. The University of Glasgow had indicated that it would purchase this facility and discussions were underway to secure appropriate access to this facility for Strathclyde researchers.

CM 4200  
**ESTATES STRATEGY COMMITTEE**

Court received the report from the meeting of the Estates Strategy Committee held on 16 September 2008. In particular Court discussed the following:

.1  
**Building Condition Report (ESCM 247)**

The Committee had considered the works proposed for the backlog maintenance programme for 2008/09, Year 5. It was noted that the total programme for Year 5 would cost £13,062,507 for category C items and £490,105 for Category D/DX items. Within these plans significant expenditure was associated with major roof and window repairs and replacement of mechanical and electrical services in the Curran, James Weir, Royal College and Colville Buildings. These works were included in the feasibility studies being undertaken for each building and the funding sought had been included in the budgeted figure for the EDF. On the recommendation of the Estates Strategy Committee, Court
RESOLVED that the sum of £13,552,612 be set aside from the EDF funding in order to meet the cost of progressing the backlog maintenance programme in 2008/09 as proposed by the Estates Strategy Committee.

.2 Strathclyde Institute of Pharmacy and Biomedical Sciences (ESCM 253)

It was noted that the Design Team, the Contractor and Estates Management had continued to value engineer this project and had successfully reduced the construction cost so that it was now within the budget previously approved by Court. A number of contractual issues had still to be resolved with the building contract and with Design Team fees and so the building works had proceeded on the basis of a letter of intent in order to prevent any delay. This letter of intent had covered works to the value of £1.5M. However, in order to progress further with this project without any undue delay another letter of intent, for construction works to the value of £10M, was required. This would also fix the amount for the different packages that comprised the construction works. Advice regarding the wording of this letter of intent had been sought from the University’s solicitors. On the recommendation of the Estates Strategy Committee, Court

RESOLVED that the Convener of Court, or in his absence the Principal, be authorised to sign this letter of intent on behalf of the University and this be built into the Schedule of Delegated Authority for future reference. The signing of any such letters would be subject to report back to Court.

Secretary's Note: the Convener of Court has now signed this letter of intent on behalf of the University.

.3 Stepps (ESCM 258)

The Estates Strategy Committee had agreed to the disposal of a piece of land at Stepps. An independent valuation of this piece of land had been obtained and an agreed price had been reached with the potential purchaser. On the recommendation of the Estates Strategy Committee, Court

RESOLVED that a piece of land (extending to 256 square metres) at Stepps be sold for the sum of £30k to the identified purchaser.

.4 Jordanhill Campus Disposal (ESCM 259)

It was noted that, due to the current economic climate and on the advice of independent property advisers, it had been decided not to market the Jordanhill Campus at this time. The situation would be monitored closely and advice sought so that a decision regarding the future marketing of this site could be taken at the appropriate time. It was noted that this site would be placed on the open market.

CM 4201 AUDIT COMMITTEE

Court received a report from the meeting of the Audit Committee held on 1 September 2008. Court was pleased to note that the Committee had reviewed the performance of the Internal Audit Service (IAS) and had confirmed that the IAS was a very active team and working well. Additionally, the IAS had benchmarked their performance against other, equivalent, teams in the sector. This had confirmed that the IAS team at Strathclyde was performing well.
Court received a report from the Court Membership Group.

.1 Membership of Court

On the recommendation of the Court Membership Group, Court

RESOLVED that, under the terms of Statute XIII.1 (ix), Ms M McGarry be co-opted to membership of Court with immediate effect and initially for the period to 31 July 2009.

.2 Audit Committee

On the recommendation of the Court Membership Group, Court

RESOLVED that Ms M McGarry join the membership of the Audit Committee with immediate effect and for the initial period to 31 July 2009.

.3 Staff Committee

Court noted that Senate had agreed that the distinction between professorial and non-professorial members should no longer apply and had appointed two professors to the membership of Staff Committee. Additionally, further consideration had been given to the composition of Staff Committee and the view had emerged that it would be helpful if Staff Committee could co-opt up to two further members with relevant expertise. In order to give effect to this the Regulation governing the composition of the Staff Committee required to be amended. Court, therefore,

RESOLVED that Regulation 1.2.2 be amended to read as follows:

‘Composition (of Staff Committee)
A lay member of Court appointed by Court (Convener)
The Principal
The Vice-Principal
Two further lay members of Court
Two members of Senate appointed by Senate
Up to two further members co-opted by the Committee with relevant expertise and for a period of time to be determined by the Committee.

Court noted the dates of its meetings, Schedule of business and visits for session 2008/09.

It was noted that the period of membership of a number of members of General Convocation had, or was nearing, completion. Court Officers had considered this matter and had made recommendations to Court regarding the various members. In light of this Court

RESOLVED that

i. under the terms of Statute XII.1 (4) (f), the Law Society of Scotland and the Royal Incorporation of Architects in Scotland each be invited to nominate a representative for a further three year period to 31 December 2011;
ii. under the terms of Statute XII.1 (4) (h), Heriot-Watt University and the University of the West of Scotland each be invited to nominate a representative for a further three years to 31 December 2011,
iii. under the terms of Statute XII.1 (4) (h) a representative from the University of the Highlands and Islands Millenium Institute be sought, initially for a period of three years;
iv. under the terms of Statute XII.1 (4) (i) Mr C Mair, Rector of the High School of Glasgow and Dr B Malone, Head Teacher of St Andrews Secondary School, be invited to join Convocation for a period of three years;
v. under the terms of Statute XII.1 (4) (j), both the Glasgow Chamber of Commerce and the Confederation of British Industry be invited to nominate a representative for a further three year period to 31 December 2011;
vi. under the terms of Statute XII.1 (5) (b), Professor K Vousden’s period of membership be extended for a further three years to 31 May 2011;
vii. under the terms of Statute XII.1(5)(b) Mr K Cunningham be co-opted to membership of General Convocation with immediate effect and for the period to 30 September 2011.

CM 4205 CONVENER’S ACTIONS

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

.1 Business School Development in United Arab Emirates (CM 4123)

At the meeting in May Court agreed that the detailed business plan to support the Business School’s developments in the United Arab Emirates should be produced by the Dean and, if satisfied, should be approved by the Vice-Principal and Secretary to the University on behalf of UMC. Court delegated authority to the Convener of Court and Treasurer to approve this documentation on its behalf if they too were satisfied. The documentation was provided by the Dean of the Business School and, following approval by the Vice-Principal and Secretary, the Convener and Treasurer approved it on behalf of Court.

.2 The McNaughtan Scholarship

An undergraduate Scholarship has been endowed in the name of 'The McNaughtan Scholarship' to the value of £35,000. The Convener took action on behalf of Court in order to establish this scholarship and include it in the University Calendar.

.3 Change in Title

The Convener approved the change to the Director of Student Affairs’ title, to the Director of Student Support Services. This has a consequential effect on the name of the Department which changes to Student Support Services.

.4 Membership of Estates Strategy Committee

Following earlier discussions at the meeting of the Court Membership Group the Convener approved the co-option of Mr James Pye, Architect, to the Estates Strategy Committee with immediate effect and for the period to 31 July 2009 in the first instance.

.5 Head of Department Appointments:

Management Science: Professor L Walls appointed for the period 1 August 2008 to 31 July 2011;
Hospitality and Tourism Management: Professor T Baum appointed for the period 1 July 2008 to 31 July 2010 or until the dissolution of the Department, which ever is the sooner;
Hunter Centre for Entrepreneurship: Professor S Carter appointed for the period 1 August 2008 to 31 July 2011.
CM 4206 REGISTER OF INTERESTS

Court noted that the Secretary to the University had written to all members of Court asking them to complete a declaration of interests form. He was able to confirm that both he and the Head of Internal Audit had scrutinised the returns and were satisfied with them.

CM 4207 USE OF THE UNIVERSITY SEAL 2007/08

Court noted that the use of the University Seal as recorded in the Seal Book for the period of the academic year 2007/08 had complied with the relevant Regulations governing such use.

CM 4208 PROFESSOR D LAW

The Convener informed Court that Professor Law, Librarian and Head of Information Resources Directorate, would shortly be retiring from the University. On behalf of Court the Convener thanked Professor Law for his contributions to Court and wished him well for the future.

CM 4209 NEXT MEETING

There will be a Joint meeting of Court and Senate on Thursday 6 November 2008 at 4.30 p.m. This will be followed by a Special meeting of Court.

The following meeting will be the Residential Meeting of Court which will take place from lunchtime on Friday 21 November to lunchtime on Saturday 22 November 2008.

GMcA
10.10.08