University of Strathclyde

COURT

Minutes: 9th May 2008

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

Attending by invitation: Chancellor, Pro Vice-Principal Professor K Miller, Deputy Principal Professor A Ferguson, Deputy Principal Mrs A Hughes, Deputy Principal Professor J McDonald, Professor J Bourne (Dean of Education), Professor C Grant (Dean of Engineering), 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 and Head of Information Resources Directorate), Ms S Hunt (Head of Communications), Professor K Kane (Convener of SACSOH), Mrs S Thompson (Head of Safety Services), Mrs G McArthur (Court Secretary).

Apologies: Deputy Principal Professor R Condie, Mr R J A Hunter, Ms F McMenamin, Professor B Furman (Dean of Science), Professor S Hart (Dean of Strathclyde Business School)

CM 4126 APPOINTMENT OF PRINCIPAL AND VICE-CHANCELLOR (CM 4119)

The Principal was not present for this item.

At the Special meeting held in April the Principal had intimated his decision to retire. The Secretary to the University had prepared a paper informing Court of the procedure to be followed and the timetable for this process. Under the terms of Statute IV (1) Court would make the appointment at a meeting called specially for the purpose following consultation with Senate. It was noted that it was the intention to use recruitment consultants to assist with this appointment process and that there would be extensive consultation with the University community to help inform the appointment committee of the skills and expertise required for the post. In order to start this process Court required, under the terms of Statute XIII.8 (4), to establish a Joint Committee of Court and Senate that would be responsible for identifying the best candidate for the post and making a recommendation to Court. In light of the above information Court

RESOLVED that, under the terms of Statute XIII.8 (4),

i. a Joint Committee of Court and Senate be established with the following remit:
   - to make known the vacancy in the appointment of a Principal and Vice-Chancellor of the University;
   - to take all reasonable and necessary steps to identify the best candidate for appointment;
   - to make recommendations to the Court in terms of Statute IV (1);

ii. the composition of this Joint Committee be the Convener of Court (Convener), two lay members, two Senior Academic Officers, two members elected by Senate, with the Secretary to the University in attendance;
iii. Dr F Livingston (Convener of Court), Dr G Wilson and Mr R Hunter (lay members of Court), Professor K Miller (Pro Vice-Principal) and Mrs A Hughes (Deputy Principal) be appointed to membership of this Joint Committee;

iv. Senate be invited to elect two of its members to membership of this Joint Committee;

v. the Joint Committee be granted the power to co-opt if necessary one further member of Court and one further member of Senate to address any issues relating to equality and diversity.

CM 4127 WELCOME

On behalf of Court 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 4128 MINUTES

The minutes of the meeting held on 11 March 2008 and of the Special Meeting held on 15 April 2008 were approved.

CM 4129 PRINCIPAL’S REPORT

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

- Court was delighted to note that two members of staff, Professor X Mao, STAMS, and Professor I Stewart, Mathematics, had recently been elected Fellows of the Royal Society of Edinburgh;
- The University had secured significant funding from the six major UK Research Councils, amounting to £25.8M in 2006/07, and the only institution that had raised its income from all Research Councils. Additionally Professor J Mills had recently secured £500k from the Wellcome Trust for the Centre for Social History of Medicine;
- Dr N Hunt, Research Fellow in the Department of Physics, had been awarded a European Research Council Starter Investigator Grant for 1 million Euros. This was an open competition with fewer than 300 people across Europe being awarded such grants;
- Clare Thomson, a third year undergraduate student in the department of Chemical and Process Engineering, had received a Royal Academy of Engineering Leadership Advanced Award;
- Performance League tables that had recently been published showed that Strathclyde had significantly improved its position in all the different tables produced;
- The first inter-University rugby match between the Universities of Glasgow and Strathclyde had been held recently. Court was pleased to note that the Strathclyde team had won;
- Professor D Law, University Librarian and Head of IRD, had announced that he would retire in the autumn. Professor Law was only the third person to hold the post of University Librarian;
- The Chancellor, Lord Hope, would become the second senior Law Lord in the House of Lords next year, and would become the Deputy President of the Supreme Court when it started on 1 October 2009. Court joined the Principal in congratulating the Chancellor on this remarkable achievement.
At the Special meeting of Court held in April there had been a full discussion of the development of the new Sports and Health facility. This meeting had been attended by Mr R McClure from the Scottish Funding Council (SFC) who had made it clear that the University’s position of recommending a phased development was unattractive to the SFC and highly unlikely to be supported. The SFC position was that it wished the University to pursue a combined facility ab initio. Alternatively he indicated that the Colleges could develop a facility integrated into the College’s own estate development plans.

Court was clear that the combined facility did not represent value for money for the University and the issues of risk and governance identified by the University throughout almost a year of discussions remained unresolved. The University had little option, therefore, but to focus again on a facility to support its largely recreational and research requirements.

Since the April meeting there had been some exchange of letters, meetings, telephone calls and conversations involving several people in the University, in the Colleges and in the Funding Council. While this may have contributed to increased understanding of the University’s position in the Colleges, there had been no real progress on the fundamentals of value for money and of the risk and governance issues. Over the past year the University had committed a great deal of time and energy to explore the possibility of moving forward with the Colleges but, despite best efforts, crucial issues remain unresolved. It was also the case that the University could meet its own ambitions and timescales to 2011 by concentrating on a facility to meet its own requirements. This would not preclude a later decision to develop this facility should this be deemed appropriate.

In discussion Court was reminded that there was a budget of £27M in the Estates Development Framework to support the construction of a University facility. The group responsible for progressing this development was currently considering the priorities and strategic aims of this project in order to achieve the best facility possible within this financial limit. It remained the aim to have this facility completed by June of 2011 to tie in with the relocation of the Faculty of Education.

In light of the above discussion Court

**RESOLVED** that the University should proceed to design and build a Sports and Health facility to meet its own requirements, being prepared to consider in due course development of this facility on the University estate provided the Funding Council covered the cost to the University of further development in full and all issues of risk and governance are resolved.

---

**CM 4131 UNIVERSITY STRATEGY (CM 4097)**

Pro Vice-Principal Professor Miller updated Court on progress with the implementation of the University Strategy. Court noted the following:

- The University was nearing the end of the Excellence Reviews of academic departments, with the reviews of the Hunter Centre for Entrepreneurship and the Department of Hospitality and Tourism Management currently underway;
- A meeting of the Senior Officers and Deans would be held later in the month to discuss how best to embed the methodology used in these Excellence Reviews in the departmental reviews that Faculties normally conducted on a five-yearly cycle;
- The reviews of Continuing Professional Development and Lifelong Learning and of Learning with New Technologies were also currently underway. In relation to the CPD review it was considered likely that one recommendation emerging would be to improve the registration facilities for enrolling for such activities;
• A number of Holistic Reviews of business processes were now underway and these were aiming to encourage a partnership approach to business in the future;
• In terms of strategic outcomes these were now being achieved as evidenced by the reports from the Excellence Reviews and the subsequent restructuring group reports. As had been reported earlier the review of the Department of Computer and Information Sciences was now complete and it was the responsibility of the Faculty to oversee the management of the department. It was also known that the review of the Department of Geography and Sociology had led to consideration of some wider restructuring of the Faculty.

There had been a presentation to members of the University community the previous day in the Barony on progress with the implementation of the strategy. Deputy Principal Professor McDonald provided Court with a brief summary of the main points he had made at this event. Most notable of these was the consistent improvement in the University’s position in the various League tables and the significant increase in securing Research Council funding. It was known that the University operated in a highly competitive environment and that others would be trying to improve their position also. The University could not, therefore, afford to become complacent. However, this did show that the implementation of the new strategy was having a positive impact on the performance of the University and how it was being rated externally. The University’s own performance indicators showed that there had been an improvement in student retention figures and higher entry standards were being achieved. In terms of subject level performance a number of subjects at Strathclyde were in the top 20 in the UK and this included representation from all five Faculties. Deputy Principal Professor McDonald paid tribute to Ms Whitley, Deputy Secretary, and Ms Adams, Senior Planning Officer, for all their efforts in helping to produce the various performance data which had secured this improvement in the University’s ratings.

CM 4132 APPOINTMENT OF SENIOR ACADEMIC MANAGERS (CM 4098)

At its last meeting Court had approved the recommendations of the Working Group on the Appointment of Senior Academic Managers. It was recognised at the time that this would mean that amendments would need to be made to certain of the University Statutes and Ordinances, namely Statutes V, VI and XVI and to Ordinance 7. The Director Human Resources and Head of Court Office had discussed the changes required to give effect to this decision of Court. It was also considered that this would be an appropriate time to propose changes that needed to be made to Ordinance 16 and Regulation 1.16 in light of the pay modernisation process that had been undertaken last year. The University’s legal advisers had been consulted and had provided advice on the amendments being proposed.

In general it was the aim to modernise the University’s appointments process across the board not only to make it more transparent, but also to make it more consistent and equitable. Additionally, some specific changes needed to be made, e.g. the decision to abolish the post of Pro Vice-Principal meant that there were consequential changes to other Statutes required to remove any reference to this post. It was acknowledged that all proposals to amend the Statutes needed to be approved by the Privy Council.

Although amendments to Ordinances did not need to be forwarded to the Privy Council for approval, it was considered that it might be useful to let the Privy Council see these proposals as well as these formed such a significant part of the whole package of changes now being proposed. It was acknowledged that the changes to Ordinances could not be enacted until the Privy Council had approved the proposed changes to the Statutes. In the meantime Court agreed that Staff Committee consider the changes being proposed to Ordinance 16 and the introduction of a new Ordinance 17 and to report back to Court on any further amendment that might be required.
In light of the above information Court

RESOLVED by Special Resolution that approval be given to the proposed amendments to Statutes II, V, VI, XII.1 (1), XIV.1 (i), 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 at its next meeting
- any amendments which the Lords of the Privy Council may require.

Additionally, Court

RESOLVED that the wording of Ordinance 7 be amended as set out in the Annex to the minutes subject to:
- notification to Senate
- public display within the University for a period of 28 days
- confirmation by Court at its next meeting
- but also subject to the Privy Council approving the proposed revised wording of Statutes V, VI and XVI.

CM 4133

STATUTORY ADVISORY COMMITTEE OF 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. Professor Kane presented the Annual Report for 2007 from the SACSOH to Court. She informed Court that Safety Services had been restructured and two new posts had been created. During 2007 a team acting on behalf of the Funding Council had visited the University to review the health and safety management arrangements. Court was pleased to note that the feedback obtained from this had been positive.

During 2007 various revisions had been made to the University’s Health and Safety Policy and two new policies were before Court for approval at this meeting – the Occupational Health Policy and the Fire Safety Policy. Court was pleased to note that all the issues raised previously regarding the Deans and Senior Officers’ Annual Safety Reports had now been addressed. The reports indicated that the majority of Heads of Departments had received training on their legal responsibilities. The reports from the Deans and Senior Officers highlighted a number of issues which were causing some concern, one of these being the increasing load placed on Heads of Departments. Training was another issue raised that needed to be addressed. Court was pleased to note that the core training programme was now funded centrally and the numbers attending these courses had more than doubled over the previous year.

In relation to the data provided on accidents and incidents Court noted that the reportable injuries for students was higher than the UK average. It was thought that this was due to the robust policy in place at the University where it was normal practice to send students to hospital when they had any injury, thus becoming a reportable injury. Safety Services were currently undertaking work with departments to increase awareness about health and safety matters in order to try and prevent incidents. This situation would be monitored closely by SACSOH.

On the recommendation of the Statutory Advisory Committee on Safety and Occupational Health, Court
RESOLVED that the Occupational Health Policy and the Fire Safety Policy be approved as proposed and as detailed in the file copy of the minutes.

On behalf of Court the Convener thanked Professor Kane for her report and the Committee and Safety Services for all their hard work in this very important area.

CM 4134  FACULTY OF ENGINEERING REPORT (CM 3982)

Professor C Grant, Dean of the Faculty of Engineering, presented the Faculty’s annual report to Court. He was pleased to report that financially the Faculty was performing well and would generate a healthy surplus at the year end. This would give the Faculty some financial headroom which would allow them to continue to invest in their strategic aims. It was recognised that the implementation of the new Resource Allocation Model (RAM) would bring both challenges and opportunities for the Faculty. The Faculty was keen to work with the service providers in order to control costs and to ensure value for money. The Dean was also of the view that the new RAM should be replicated at departmental level and should provide both incentives and rewards for Departments to align with the strategy.

The Dean provided Court with a progress report on how the Faculty was aligning with the University’s Strategic Plan. Some of the key factors to report included the establishment of a Graduate School of Engineering (to be launched in session 2008/09) and a suite of new postgraduate programmes; also a pan-European Masters programme had been established by the Department of Design, Manufacture and Engineering Management. Some of the main successes in research in the Faculty included the success of the Glasgow Research Partnership in Engineering, the creation of new research laboratories for Chemical Engineering and various major funding awards. New performance measuring devices, Management Information Profiles (MIP’s), had been developed within the University and would provide more accurate, consistent and up-to-date information for Faculties to use. In looking at the quality indicators the Faculty had improved its performance across most of the indicators and had plans in place on how to improve in the remaining few areas. Overall the Faculty was performing well and provided one of the strongest and most distinctive brands for the University. However, its current estate holding did not match up to this performance and the Dean indicated that Engineering should be a priority for the next phase of estates development.

Court commended the Dean on his excellent report which clearly tracked the progress of the Faculty against the University’s strategy. Court was also pleased to note that the Faculty was continuing to recruit high quality staff and had a clear process for succession planning. Discussions with Heads of Departments were useful in helping to identify any impediments to identifying a successor in order that appropriate support could be found to ensure that they could undertake the role.

On behalf of Court the Convener thanked the Dean and his team for this excellent and informative report.

CM 4135  COLLABORATIVE AGREEMENTS (SM 11297.5)

.1 Proposed Collaborative Agreements

On the recommendation of Senate, Court

RESOLVED that the following proposed collaborative agreements be approved with effect from September 2008:
i. Collaborative Agreement involving the Kuala Lumpur Infrastructure University College (LKIUC), Malaysia and the Faculty of Engineering for the articulation of appropriately qualified students into the third year BEng Honours programmes in the Faculty;

ii. Collaborative Agreement involving the Beijing University of Chemical Technology, China and the Faculty of Engineering for the articulation of appropriately qualified students into the third year UG courses and year 1 PGI courses in the Faculty, and for the potential joint supervision of research students and arrangements for Visiting Academics;

iii. Collaborative Agreement involving the University of Kuala Lumpur, Malaysia and the Faculty of Engineering for the articulation of appropriately qualified students into the third year of undergraduate programmes in EEE and DMEM;

iv. Co-operation Agreement between the University of Strathclyde, Faculty of Engineering and the Universita degli Studi di Pavia, the Universitat Autonoma de Barcelona, and the Universitat de Girona for the development and delivery of a Joint European Masters in Environmental Process Control Engineering;

v. Collaborative Agreement between the Faculty of Education and the British Association of Adopting and Fostering (BAAF) for the validation of the PGCert in Securing Children’s Futures offered by BAAF.

.2 Collaborative Agreement with International Medical University of Malaysia (IMU)

It was noted that a further collaborative agreement was still under consideration with the University’s lawyers. This was a proposed Memorandum of Agreement between the Department of Psychology and the International Medical University of Malaysia (IMU) for articulation of appropriately qualified students into the third year of the B.Sc with Honours in Psychology. Given the uncertainty of when this agreement was likely to be authorised by the lawyers, and bearing in mind the need to move expeditiously, Senate had delegated authority to the Principal to act on its behalf to approve the final wording of the Agreement. On the recommendation of Senate, Court

RESOLVED that, should the timing be such that this matter could not be brought to the next meeting of Court, then the Convener be delegated authority to act on its behalf and to approve the final version of the above Memorandum of Agreement, once the University’s lawyers and the Principal were satisfied with it.

CM 4136 STRATHCLYDE STUDENTS ASSOCIATION (SM 11298.2)

.1 Period of Office for Sabbatical Posts

Senate had debated the proposal that members of the Student Executive should be permitted to stand for re-election for a second term of office. On the recommendation of Senate, Court

RESOLVED that

i. subject, in every case, to the approval of the appropriate Vice-Dean (Academic) having proper regard to all the academic issues involved for the individual student, including issues of continuity and accreditation, members of the Student Executive should be eligible to stand for election for a second term of office;

ii. the current regulations for election to a first term of office should be tightened up to ensure that all candidates had academic approval;

iii. revised regulations for the election of the Student Executive, taking account of the caveats outlined above, should be brought back to Senate and Court, through the Student Experience Committee, for approval.
Amendments to the Constitution

On the recommendation of Senate, Court

RESOLVED that the following amendment be made to the Constitution of the Students Association:

Delete: current regulation 6.31d
Insert: new regulation 6.31d ‘review annually and monitor the effectiveness of the environmental policy of the Association, liaising with staff and officers as required’.

CM 4137 REVIEW OF REVENUE BALANCES

Court was aware that some departments within the University had accumulated significant unspent balances and careful consideration had been given to how best to use these funds to support the Estates Development Framework (EDF) while still allowing the departments access to their funds when they required them. It was acknowledged that this was a particularly sensitive area and would need to be handled with caution. However, once departments were given the assurances they needed then there should be no reason why these funds could not be used to support the University in one of its main strategic aims, i.e. to improve the estate for the benefit of the whole University community. The University Management Committee (UMC) had received a paper from the Finance Office setting out proposals on how best to access these funds which would release some £16M to support the EDF, thereby reducing the overall amount the University would need to borrow from external sources. Having received assurances on the controls to be put in place, and on the recommendation of the University Management Committee, Court

RESOLVED that the proposals for the future management of departmental revenue balances be approved as detailed in the paper attached to the file copy of the minutes.

CM 4138 STUDENT RESIDENCE CHARGES FOR 2008/09

On the recommendation of the University Management Committee, Court

RESOLVED that the Student Residence charges for 2008/09 be increased by 4% across the board, according to the schedule of charges attached to the file copy of the minutes.

CM 4139 POINTS BASED SYSTEM OF IMMIGRATION

Court was informed that the Government had recently announced that a Points Based System of Immigration would be introduced with effect from March 2009. This would mean that, in the future, the University would require a licence to employ non-EU staff and to register non-EU students. It had already been decided that the University should seek separate licences for these, i.e. one for staff and one for students, in order to reduce the risk so that should there be any difficulties emerging in one category it would not affect the other category. The Secretary to the University would be the ‘Authorising Officer’ for the University. It was recognised that there was a need to move quickly in relation to student recruitment and so a Task Group had been established to take this forward. Court would be kept informed of progress as appropriate.
CM 4140 ESTATES STRATEGY COMMITTEE

Court received the report from the meeting of the Estates Strategy Committee held on 15 April 2008 and noted the following in particular:

.1 Jordanhill Building (CM 4101; ESCM 214)

Court was pleased to note that the following appointments had been made for the Jordanhill Building Project:
Integrated Design Team – Building Design Partnership
Project Managers – Gardiner and Theobold
Quantity Surveyors – Gardiner and Theobold.

Court was aware that not all of the Faculty of Education would be located in the new building when the Faculty moved from the Jordanhill Campus, and associated works in the James Weir building needed to be carried out. On the recommendation of the Estates Strategy Committee, and noting that the cost of the works was in accordance with the overall Jordanhill Project budget previously approved, Court

RESOLVED that £630k be approved for the delivery of the James Weir Design and Teaching Laboratories to permit the refurbishment works to be undertaken during the summer of 2008.

.2 Strathclyde Institute of Pharmacy and Biomedical Sciences (ESCM 215)

Court noted that early indications from the tendering process for the above project appeared to show that the gap between the estimated and actual costs had grown. This was currently being scrutinised and further information would be brought to the next meeting of Court. However, at this stage, it was anticipated that it would be difficult to close the gap completely.

.3 Provision of Accommodation for the Students’ Association and Student Services

Court was informed that discussions within the University were continuing in relation to the development of new accommodation for the Students’ Association and for Student Support Services, the ‘One Stop Shop’. Two different groups had been established, one for each of the above projects, and various options had been considered. However, the view was now emerging that these two facilities could be co-located. Further investigation of this option was currently underway as well as identification of funding to support this project. Further information would be brought to a future meeting and incorporated into the EDF update.

CM 4141 AUDIT COMMITTEE

Court received the minutes of the meeting of the Audit Committee held on 26 March 2008 and noted the following items in particular:

.1 Internal Audit Service: Final Reports Issued

Court noted that the Committee had some concerns regarding the number of common issues that emerged from the various departmental audit reports, and kept appearing in these reports. It was the intention that the Convener of the Audit Committee would attend a meeting of the University Management Committee to raise these issues and discuss with the Deans how best they could be resolved.
.2 Internal Audit: Follow-up Reports

It was noted that the Committee had been disappointed that the follow-up completion rate by departments was not as good as it could be. This matter would also be raised at the University Management Committee in order to try and secure some improvement.

.3 Value for Money

It was noted that further work would be undertaken in relation to value for money within the University by the Internal Audit Service.

CM 4142 STAFF COMMITTEE

Court received the minutes of the meeting of Staff Committee held on 14 March 2008. In particular Court noted the following:

.1 UCEA National Collective Bargaining Arrangements (S 1333)

It was noted that the University, along with all other UCEA member institutions, would be asked in the coming months to declare whether it wished to participate in national collective bargaining or whether it wished to opt out of this. This matter was being considered at present and further information would be brought to Court in due course.

CM 4143 CONVENER’S ACTIONS

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

.1 Head of Department Appointments

Pure and Applied Chemistry: Professor D Littlejohn re-appointed for the period 1 August 2008 to 31 July 2010;
Geography and Sociology: Dr R Rogerson appointed for the period 1 August 2008 to 31 July 2011;
Psychology: Professor J Thomson re-appointed for the period 1 August 2008 to 31 July 2011;
History: Professor R Finlay re-appointed for the period 1 August 2008 to 31 July 2011;
Statistics and Modelling Science: Professor X Mao appointed for the period 1 August 2008 to 31 July 2009;
Design, Manufacture and Engineering Management: Professor J Corney appointed for the period 1 August 2008 to 31 July 2011;
Electronic and Electrical Engineering: Professor S MacGregor re-appointed for the period 1 August 2008 to 31 July 2009.

.2 Students Association

Following a review of the Students’ Association, and having been approved by the Students’ Association Executive Committee, the Convener approved a request for voluntary severance from a member of staff employed by the Students Association.
CM 4144  CHANGE OF DEGREE TITLES: AMENDMENT TO ORDINANCE 3 (CM 4104; SM 11288.3, 11270)

Court confirmed its previous decision regarding the approval of changes to Ordinance 3 to include the degrees of
i. MChem, with effect from session 2008/09; and
ii. MPhys, with effect from session 2009/10.

CM 4145  DR J F LIVINGSTON

Members of Court joined the Principal in congratulating the Convener of Court on the recent conferment of an Honorary Doctorate.

CM 4146  NEXT MEETING

The next meeting would be held on Tuesday 24 June 2008 at 10.00 a.m. followed by lunch at 12.30 p.m. and then a visit to the Department of Electronic and Electrical Engineering at 2.00 p.m.

GMcA
14.05.08