University of Strathclyde

COURT

Minutes: 22 June 2010

Present: Dr J F Livingston (Convener of Court), Principal, Vice-Principal Professor K Miller, Mr R Cleland, Mr R Crawford, Dr D Dunbar, Dr J Fergus, Dr D Grierson, Dr P Hughes, Mr R Hunter, Professor R Kalin, Mr T Monaghan, Ms M McGarry, Dr J McInnes, Mr L McMonagle, Dr C Prior, Mr N Sturrock, Dr S Tagg, Dr C Tedford, Ms L Whiteford, Dr G Wilson, Mr M Wishart.

Attending: Mr H Hall (Chief Operating Officer), Mr D Coyle (Chief Financial Officer), Professor A Ferguson (Deputy Principal), Mrs A Hughes (Deputy Principal), Professor D Gani (Deputy Principal), Professor P Winn (Deputy Principal), Professor J Love (Special Adviser), Professor S Hart (Dean of Business), Professor I Hunter (Dean of Science), Mr B Green (Vice-Dean of Education), Professor S MacGregor (Dean of Engineering), Ms J Whitley (Director of Corporate Services), Mr G Roddick (Director of Estates Services), Ms S Heidinger (Director of Human Resources), Mr T Collins (Director of Marketing and Development Services), Dr D McBeth (Director of Research and Knowledge Exchange Services), Professor G Burt, Electronic & Electrical Engineering, Ms K MacLeod (Assistant Finance Director), Ms A Davies (Deputy President, USSA), Mr C Singh (Vice-President, USSA), Mrs G McArthur (Governance and Policy Manager).

Apologies: Councillor J Findlay, Mr D Gray, Ms L Whiteford, Mr P Whyte.

OPEN BUSINESS

CM 4436 WELCOME

The Convener welcomed Professor G Burt, Electronic & Electrical Engineering, Dr D McBeth, Director of Research and Knowledge Exchange Services, Ms K MacLeod, Assistant Finance Director, Ms A Davies Deputy President and Mr C Singh Vice-President, University of Strathclyde Students Association to the meeting.

CM 4437 APPOINTMENT OF VICE-CONVENER OF COURT

On the recommendation of the Convener of Court Nominations Group and under the terms of Statute XIII.6, Court

RESOLVED that Dr G Wilson be re-appointed Vice-Convener of Court for the period 1 August 2010 to 31 July 2011.

CM 4438 APPOINTMENT OF ACTING VICE-PRINCIPAL (SM 11395)

Court was aware that the term of office of Professor Miller as Vice-Principal was due to end on 31 July 2010. Under the current Statutes a Pro Vice-Principal would be elected by Senate who would hold office for two years and would then become Vice-Principal for a further two years. However, the office of Pro Vice-Principal had been abolished and revised procedures had been agreed. These procedures were part of the revised Charter and Statutes which were currently awaiting Privy Council approval. It had been hoped that these would have been approved by now. In considering this matter, both Senate and Staff Committee had taken the view that the University needed to have this post for governance and management reasons, and that a temporary solution needed to be found. On the recommendation of Senate, Court

RESOLVED that
i. Notwithstanding the provisions of Statute V, an Acting Vice-Principal be appointed;

ii. Professor K Miller be appointed Acting Vice-Principal with effect from 1 August 2010 until such time as the revised Charter and Statutes are approved by the Privy Council.

CM 4439 MINUTES

The minutes of the meeting held on 7 May 2010 were approved. Court also noted the feedback from the Strategic Session held on 7 May 2010.

CM 4440 PRINCIPAL’S REPORT

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

- Professor David Littlejohn had been appointed Associate Deputy Principal in the Research and Knowledge Exchange portfolio with a focus on REF strategy and preparation.
- Two Deputy Principals, Learning & Teaching and Research & Knowledge Exchange, were currently being sought to replace those coming to the end of the term of their office. These had been advertised and the Principal was pleased to report that this had attracted a good field of candidates for both positions.
- Court was pleased to note that the University had progressed in the main UK league tables published in past month: Times 36th (+1); Complete University Guide (published in the Independent) 35th (+5); Guardian 25th= (+13).
- A new orthopaedic robotic surgery research centre had been launched in May in the Bioengineering Department. This was a collaborative partnership between the University, Mako-Surgical, and the NHS.
- Strathclyde Teaching Awards were awarded for the first time this year, a move that was received very positively by students and staff.
- A formal strategic engagement meeting was held between Senior Officers and Mr M Russell, Cabinet Secretary for Education and Lifelong Learning. This had been a positive and constructive meeting.
- Universities Scotland would be presenting a set of papers at the Tri-partite Advisory Group meeting with the Cabinet Secretary and the Scottish Funding Council. The papers covered Higher Education’s value for money, economic impact (~£6.2Bn for ~£1.2Bn spent) and positioning as the “7th Sector”. This is a key part of the HE sector’s positioning ahead of the Comprehensive Spending Review and budget prioritisation.
- The Team reviewing Initial Teacher Education (ITE) provision in Scotland had visited the University to discuss future provision and the challenges ahead. The exchanges were positive and the University had also submitted written responses to the consultation.

CM 4441 FACULTY REPORTS

Court received reports from the Faculties of Business, Engineering and Science on their progress against the University’s Strategic Plan. In particular these reports concentrated on progress and achievements under the broad headings of education, research and knowledge exchange, but also included international development, reputation management, financial performance, human resources and estates. The Deans also provided a forward look on the main strategic priorities of each of the Faculties.

Court welcomed this information and explored a number of matters with the Deans, including the following:
- the entry tariff had been raised for some courses, but further market intelligence was required before any further change could be considered. In some courses the entry tariff was already high and demand for places was very competitive;
- the international links and programmes developed by each of the Faculties and the steps taken to ensure that international students received help and guidance from the outset, not just with academic matters but also with cultural aspects;
- the knowledge exchange and continuing professional development activity undertaken by each of the Faculties not just with large, multinational companies but also with small and medium sized enterprises;
- the measures the Faculties were taking to enhance the student experience, at both undergraduate and postgraduate level, and particularly to address points raised in student feedback surveys. Some departments had already responded well to addressing the issues raised, and the others would be encouraged to follow suit;
- the current position regarding the filling of the John Anderson Research Leadership posts, with some areas being more successful at recruiting than others. A review of the approach to this activity was underway in light of the experience gained and before the next round of recruitment was undertaken.

However, members of Court indicated that they would welcome a more consistent approach to the management information being provided so that a more direct comparison could be made of how each of the Faculties was progressing in terms of achieving the overall University objectives. It was agreed that some further work needed to be undertaken in this respect.

On behalf of Court the Convener thanked the Deans for their reports.

CM 4442  ANNUAL BUDGET FOR 2010/11 AND FINANCIAL FORECASTS

The Chief Financial Officer presented the draft Budget for 2010/11 and the draft Financial Forecasts for the period 2009/10 – 2012/13. The financial forecasts, once full account was taken of the Capital Plan, showed a series of deficits in the future, principally due to anticipated reduction in Scottish Funding Council (SFC) grants, a significant reduction in the number of funded places for Initial Teacher Education and a lower than forecast growth in non-SFC income. The Executive Team had discussed this matter and, whilst deficits were acceptable in the short term, the level of deficit had to be acceptable to Court and to potential funders (given that the University would need to borrow money in order to meet the planned capital expenditure). The worsening external economic environment, which would see public expenditure reducing over the next few years, would have a significant impact on the overall financial position of the University. Whilst the current early retirement and voluntary severance (ERVS) scheme had reduced the overall deficit for next year, the full beneficial impact of the total salary savings would not be felt until 2011/12. Taking all of these factors into account the Chief Financial Officer proposed that further work be carried out over the summer by the Executive Team, taking account of the views of the senior lay members on the Advisory Group on Finance, with a view to bringing further proposals to Court at its meeting in October on how to address the financial challenges facing the University.

Court welcomed the proposal to revisit the University’s financial position in depth over the summer. If the University is to deal effectively with the financial pressures, a combination of measures may be necessary involving potential reduction in expenditure on staffing and operating costs. The phasing of expenditure on the estate may also need to be revisited. In light of this, Court

RESOLVED that

i. the Budget for 2010/11 and the Financial Forecasts 2009/10 – 2012/13 be approved (and the latter document be submitted to the Funding Council);
ii. further work be undertaken over the summer by the Executive Team and involving the senior lay members on the Advisory Group on Finance, in order to produce proposals for consideration by Court at its meeting in October on how to address the financial challenges facing the University.

CM 4443  FACULTY OF HUMANITIES AND SOCIAL SCIENCES (CM 4413, 4395; SM 11400)

Court received the final report from the Merger Implementation Group which had been responsible for managing the merger of the Faculties of Education and Law, Arts and Social Sciences to form the new Faculty of Humanities and Social Sciences which would
come into being on 1 August 2010. This merger should bring about a series of academic benefits to the University both in terms of education and research, and provide greater opportunities to engage with a range of staff throughout the University. Constructive feedback had been received from the students, not just in relation to the overall merger but also in relation to changes proposed to individual course programmes. It was further noted that Senate had approved the proposals emerging and had approved the appointment of the Vice-Deans.

It was noted that the members of the Audit Committee had visited the Merger Implementation Group’s ‘control room’ which had demonstrated clearly how the whole project had been managed, the key milestones and decision points, and the progress achieved at each stage. This had been a very interesting visit and the Audit Committee was keen that the expertise and experience gained from this project should be captured and built on. It was noted that a document summarising this information was being prepared.

On the recommendation of the Merger Implementation Group and Senate, Court

RESOLVED that

i. the European Policies and Research Centre transfer from the Strathclyde Business School to the new Faculty with effect from 1 August 2010, and that it should combine with the Department of Government to form the School of Government and Public Policy;

ii. the titles of the six Schools in the Faculty be as follows: Education, Government and Public Policy, Humanities, Law, Applied Social Sciences, and Psychological Sciences and Health (following due process the Convener had approved the appointments to Heads of these Schools as detailed at CM 4456);

iii. the activities in music be reshaped to form a new interdisciplinary degree, by withdrawing the current BA in Applied Music and introducing a programme with a strong creative industries focus and with cross-Faculty elements drawn from the new Faculty, the Business School and Engineering (as detailed in the paper presented);

iv. the Merger Implementation Group, having delivered against all the elements of this phase of the merger process according to the timescale agreed in October 2009, be dissolved and the continuing elements of the merger be transferred to the new Faculty Management Team to manage and co-ordinate.

On behalf of Court the Convener paid tribute to the significant effort from all the members of the Merger Implementation Group and other members of staff in the Faculties concerned who had worked so hard to achieve this outcome in a relatively short timescale.

CM 4444 REVIEW OF DECISION-MAKING STRUCTURES AND PROCESSES (CM 4397, 4346; SM 11401)

Court noted the report from the Review of the new Decision-Making Structures and Processes. This confirmed that the new structure was bedding down, with the main committees becoming more strategic in focus, the volume of paperwork reducing overall, and changes in behaviour and culture were starting to take effect. A number of recommendations had been made in the report which would need to be monitored, with deadlines being set where appropriate, to ensure that they were completed. In relation to Court itself some further attention would need to be given to reducing the volume of paperwork and sharpening the focus of the papers presented; the Business Group was encouraged to take a more pro-active approach to managing the business coming forward; and urgent attention needed to be given to revising the schedule of delegated authority. Court

RESOLVED that the report on the Review of the Decision-Making Structures and Processes be approved as presented.
On behalf of Court the Convener thanked the members of the Review Group for their efforts.

CM 4445  
**ANNUAL ACADEMIC QUALITY ASSURANCE AND ENHANCEMENT REPORT (SM 11403)**

Court noted the Annual Academic Quality Assurance and Enhancement Report which had been endorsed by Senate. In particular, Court noted the key achievements and good practice highlighted in the report, as well as the issues that had been raised and were currently being addressed. Court welcomed this information.

CM 4446  
**UNIVERSITY ORDINANCES (SM 11402)**

Court was aware that the University Charter and Statutes had been revised and were currently awaiting approval from the Privy Council. In order to be consistent the Ordinances had been amended to reflect these changes. It was noted that the revised Ordinances could only be approved in principle at present, until the Charter and Statutes were approved; and they could be subject to some further refinement if further changes were made to the Charter and Statutes. On the recommendation of Senate, Court

**RESOLVED** that the revised Ordinances be approved in principle.

CM 4447  
**UNIVERSITY CHARTER AND STATUTES (CM 4398, 4372, 4347; SM 11372, 11357)**

The Vice-Principal informed Court of the outcome of recent discussions with representatives of the Scottish Government and their legal adviser in relation to securing approval for the revised Charter and Statutes. This had led to some minor amendments being made to the proposed Charter and Statutes. It was hoped that these could be re-submitted to the Privy Council for consideration and approval in the next few months.

CM 4448  
**EARLY RETIREMENT AND VOLUNTARY SEVERANCE (CM 4429)**

Court noted a report on progress with the implementation of the Early Retirement and Voluntary Severance Scheme (ERVS). The Vice-Principal also provided an assurance to Court that requests to fill new posts were being scrutinised to ensure that any posts lost through ERVS were not being replaced.

CM 4449  
**PRIZES AND SCHOLARSHIPS (SM 11405)**

On the recommendation of Senate, Court

**RESOLVED** that the following prizes and scholarships be approved as follows:

i. the establishment of a new undergraduate scholarship of £1,250 per year to be awarded every three years to a student from a less advantaged background from the west of Scotland. This scholarship to be funded from the Black Family Charitable Trust Bursary Fund;

ii. the establishment of a new undergraduate scholarship of £1,250 per year funded by the Roy Wilkie Scholarship Fund;

iii. the establishment of three postgraduate research scholarships in the Strathclyde Business School: two in the Department of Management and one in the field of Hospitality and Tourism Management funded from departmental surpluses. Each postgraduate research scholarship to comprise an annual maintenance grant of £15,000 (to be reviewed annually in line with Research Council guidance) plus tuition fees. PhD studentship holders would also receive an annual research allowance of up to £1,500 (for approved expenditure);

iv. the establishment of the Ted Milburn Scholarship to provide an opportunity for study of an undergraduate degree in Community Education for a student from a less advantaged background from Glasgow or the west of Scotland;

v. the withdrawal of the Douglas Weir Prize from session 2010/11.
Court noted that significant re-structuring of the National Centre was underway. Following successful discussions with the Scottish Government Health Directorate agreement had been reached that would secure the financial sustainability of the Centre and ensure that its activities would be more closely aligned with the University’s strategic aims. The Executive Team had been regularly updated on progress in these discussions and had supported the Faculty in this matter. Court welcomed this news and congratulated the Dean on achieving such a successful financial settlement.

CM 4451  REPORT FROM AUDIT COMMITTEE

Court noted the report from the Audit Committee meeting held on 3 June 2010, and in particular the following items:

1. **Audit Plans** – it was noted that Audit Committee had approved the Audit Plan 2010/11 from Ernst & Young LLP and the Internal Audit Assurance Plan for 2010/11.

2. **Corporate Risk Register** – it was noted that a draft Corporate Risk Register, which had been prepared on the basis of the Risk Management Framework Court had previously approved, had been prepared and was being further developed. This would come to Court in October for approval.

3. **Staff Changes** – it was noted that the Head of Internal Audit had now moved to another post in the University. A review of how best to provide the internal audit function was being undertaken by the Chief Operating Officer and the outcomes would be known later in the year. It was also noted that the Committee Manager for Audit Committee would shortly be leaving the University to take up appointment elsewhere. The Convener of the Audit Committee paid tribute to the hard work and service these two members of staff had brought to the Committee.

CM 4452  REPORT FROM ESTATES COMMITTEE

Court noted the report from the meeting of the Estates Committee held on 25 May 2010 and particularly the following matter:

1. **Strathclyde Business School Masterplan** – in order to achieve a more efficient and sustainable solution for the Business School, and on the recommendation of the Estates Committee, Court

   **RESOLVED**

   i. the revised masterplan for the Business School, which would consolidate the previously approved projects for the Stenhouse, Graduate Business School and Sir William Duncan buildings, be approved in principle;

   ii. the budgets supporting these projects be combined into one budget for the revised project, totalling £19.66M (which was the same amount available for the previous separate projects).

2. **Estates Development Framework (EDF)** – it was noted that further discussions would take place regarding the range of projects included in the EDF, as well as the timing and phasing of these projects, as part of the overall review of the University’s strategic aims relating to staffing and capital developments in light of the current economic pressures.

CM 4453  REPORT FROM STAFF COMMITTEE

Court noted the report from the meeting of the Staff Committee held on 28 May 2010. Court was particularly interested to note the guidance that was being developed relating to the appointment process and support framework for Heads of Departments and the
profile and performance expected of the University’s academic staff population. This was a particularly important piece of work that would clearly set out what the University’s expectations were for the academic staff.

CM 4454  REPORT FROM COURT MEMBERSHIP GROUP

Court noted the report from the meetings of the Court Membership Group held on 8 March and 10 June 2010. On the recommendation of the Court Membership Group, Court

RESOLVED that

i. Dr G Wilson be re-appointed Deputy Convener of Court (Staff) for the period 1 August 2010 to 31 July 2012;

ii. under the terms of Statute XIII.3 (9), Mr T Monaghan be co-opted to Court for one further year, i.e. to 31 July 2011, and he be re-appointed Treasurer for this period;

iii. Dr P Hughes be re-appointed to membership of the Convener of Court Nominations Group for one year, i.e. to 31 July 2011.

iv. Ms G Hastings, Non-Executive Director, be co-opted to membership of the Estates Committee for the period 1 August 2010 to 31 July 2011 in the first instance.

A provisional membership list for Court in session 2010/11 is attached at Annex 1.

CM 4455  SCHEDULE OF BUSINESS 2010/11

Court noted its Schedule of Business for 2010/11.

CM 4456  CONVENER’S ACTION

Court homologated the following action taken by the Convener:

.1 Appointment of Heads of Schools in the Faculty of Humanities and Social Sciences
   Applied Social Sciences: Professor A Kendrick
   Education: Professor D Christie
   Humanities: Dr D Goldie
   Law: Professor M Poustie
   Psychological Sciences & Health: Dr L Woolfson
   Government and Public Policy: Professor J Mitchell
   All for the period 1 August 2010 to 31 July 2013.

.2 Appointment of Head of Department of Management: Professor S Bolton has been appointed for the period 1 August 2010 to 31 July 2013.

CM 4457  FAREWELLS

On behalf of Court the Convener thanked the following members whose period of membership would end on 31 July 2010: Mr L McMonagle, Dr D Grierson, Professor M Poustie and Ms L Whiteford. He also thanked Deputy Principal Hughes, Mr B Green and Dr J Mills.

CM 4458  NEXT MEETING

The next meeting will be held on Tuesday 5 October 2010 at 9.30 a.m.
Court – 22 June 2010

COURT MEMBERSHIP 2010/11

Ex Officio
The Principal and Vice-Chancellor, Professor Jim McDonald
The Acting Vice-Principal – Professor Kenneth Miller

Local Government
Councillor Jonathan Findlay (to 2012)

Convocation (this category will move to co-opted once new Statutes are approved)
Mr Jeff Fergus (to 2012)
Dr J Fraser Livingston (to 2013) (Convener)
Mr Malcolm Wishart (to 2013)
Dr Gerald Wilson (to 2011) (Vice Convener)

Senate (will reduce to 5 once new Statutes are approved)
Professor Robert Kalin (to 2011)
Dr John McInnes (to 2011)
Dr K O’Gorman (to 2013)
Dr Christopher Prior (to 2012)
Dr Stephen Tagg (to 2012)
Dr L Wolfson (to 2013)

Graduates Association
Dr Catriona Tedford (to 2011)

Honorary President of the Students’ Association (this category will disappear once new Statutes are approved)

President of the Students’ Association
Mr Philip Whyte (to 2011)

Appointed by Students Association Executive (will only be effective once new Statutes are approved)
Mr Charandeep Singh (to 2011)

Co-opted by Court
Mr Ronald Cleland (to 2012)
Mr Robin Crawford (to 2011)
Mr David Dunbar (to 2011) (Deputy Convener, Estates)
Mr David Gray (to 2011)
Dr Peter Hughes (to 2012)
Mr Richard J A Hunter (to 2012)
Ms Margaret McGarry (to 2012)
Mr Thomas J Monaghan (to 2011) (Treasurer)
Vacancy (Ex: Vance)
Vacancy (Ex: McMenamin)

Non-Teaching Staff (will reduce to 1 once new Statutes are approved)
Mr Niall Sturrock (to 2012)

GMcA/30.06.10