Minutes: 6 October 2009

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

Attending by invitation: Deputy Principal Professor A Ferguson, Deputy Principal Mrs A Hughes, Professor J Love (Special Adviser), Professor J Bourne (Dean of Education), Professor C Grant (Dean of Engineering), Professor S Hart (Dean of Business), Professor I Hunter (Dean of Science), Dr J Mills (Vice-Dean of LASS).

Attending: The Secretary to the University, Mr D Coyle (Finance Director), Ms J Whitley (Deputy Secretary), Mr G Roddick (Director of Estates Management), Ms S Heidinger (Acting Director of Human Resources), Mrs G McArthur (Governance & Policy Manager).

Apologies: Mr D Dunbar, Mr J Fergus, Councillor J Findlay, Dr C Vance.

OPEN BUSINESS

CM 4339 WELCOME
On behalf of Court the Convener welcomed the new members, Professor M Poustie, Dr C Prior, Dr S Tagg and Mr N Sturrock, to the meeting.

CM 4340 OBITUARY
Court noted with sadness the death of two former members of Court – Sir James Munn, OBE, who died on 4 August 2009; and Emeritus Professor Hamish Wood, CBE, former Vice-Principal of the University who died on 3 July 2009. Court stood in silent commemoration.

CM 4341 MR R CRAWFORD: CONGRATULATIONS
On behalf of Court the Convener congratulated Mr R Crawford on his recent appointment to membership of the Council of the Scottish Funding Council.

CM 4342 MINUTES
The minutes of the meeting held on 23 June 2009 were approved.

CM 4343 PRINCIPAL’S REPORT
The Principal reported on the following matters:

- A number of senior appointments had been made recently within the University as follows: Professor D Gani had been appointed Deputy Principal (External Affairs and Advancement) with effect from 1 December 2009; Professor P Winn had been appointed Deputy Principal (Strategy) with effect from 1 January 2010; and Dr V O’Halloran had been appointed Director of Student Experience and Enhancement Services. The recruitment process for the Director of Information Services and the Director of Marketing and Development Services had been initiated.
• Vision workshops were being held within the University to provide further information to staff across the University. Feedback received so far was constructive and confirmed that staff were engaging with the vision. The Principal and Deputy Principal Hughes were currently meeting with Heads of Departments primarily to discuss academic matters, but also to discuss other strategic developments. These meetings were proving very useful.

• The Principal was pleased to report that the University was engaging with senior politicians to discuss a range of issues. The Principal had met with the First Minister to discuss how the University was evolving. Recently he and other senior members of the University had met with Ms Hyslop, the Minister for Education and Lifelong Learning, to discuss the University’s strategy and how this was aligning with the Scottish Government’s strategy. These had been very constructive meetings and confirmed that the University’s strategy was consistent with the Government’s. Indeed, the Scottish Government had indicated that the Universities were an area for economic development and the Principal had been asked to undertake a leading role in advancing this welcome recognition of higher education’s powerful economic impact.

• Court welcomed the Principal's appointment to the Executive Committee of Universities Scotland.

• Recently a positive meeting took place at the University with the Chairman and the Chief Executive Officer of the Scottish Funding Council. University strategy was discussed and had been well received.

• The future funding position for Universities was now becoming clearer. Whilst funding levels would be relatively stable in 2009/10 and 2010/11, thereafter it was anticipated that there would be a significant decrease in the funding available. This was consistent with the anticipated reduction in funding across the public sector. Other funding opportunities would emerge during this time and the University would need to be ready to seize these as they arose. Also the Funding Council had recently conducted a review of the funding for teaching and was consulting on proposals to change the funding levels for particular subject areas. This would affect the University and consideration would need to be given to how best to mitigate against the effect this would have.

• Court was pleased to note that the University, in partnership with Scottish and Southern Energy, had been successful in securing funding to establish a Centre for Engineering Excellence for Renewable Energy in Glasgow which would provide state of the art research facilities and create some 300 jobs in Glasgow.

• The Principal informed Court that he had met with Dr Grierson the previous day to discuss matters that had emerged from the staff and student members of Court that related to the business coming forward for consideration. This meeting had been very productive and a number of matters had been discussed.

• The Principal also confirmed that he and the Principal of Glasgow University were planning to meet on a regular basis to discuss matters of mutual interest.

CM 4344 COURT BUSINESS GROUP

Court received the report from the first meeting of the Court Business Group held on 18 September 2009. The Court Business Group would consider the key items of business coming forward to Court in order to give some early consideration to these matters and to provide some assurance to Court. Any comments from the Group would be included in the cover paper for each major item of business coming forward. The Group would also agree the agenda for each meeting of Court. Court welcomed this information and also the new format for the papers being presented. It was the intention that Sharepoint would be introduced to reduce the volume of papers being circulated, further information on this would be available at the December meeting.

On the recommendation of the Court Business Group, Court

RESOLVED that
i. with effect from the December 2009 meeting all meetings of Court would start at 9.30 a.m. (rather than 10.00 a.m.);
ii. the Schedule of Business for session 2009/10 be approved as presented;
iii. the programme of Court visits and information seminars for session 2009/10 be approved.

CM 4345 EARLY RETIREMENT AND VOLUNTARY SERVICE SCHEME (CM 4236)

Court was provided with an update on the implementation of the Early Retirement and Voluntary Severance (ERVS) Scheme. The Scheme had met its targets in terms of recurrent savings achieved and reduction in posts, but the increasingly difficult financial climate and the continued re-shaping activity indicated that the University would benefit from a limited extension of the scheme. It was acknowledged that, to date, the cost of the scheme had been less than originally anticipated to achieve the level of recurrent savings confirmed. The next stage of the scheme might not prove to be as cost-efficient but would, nonetheless, achieve significant savings in recurrent costs for the University. Court had originally agreed that the scheme should run until 30 September 2009. However, it was noted that there were still applications to be considered by the Redundancy Committee and there were still areas undergoing re-shaping activity, primarily the Faculties of Education and of Law, Arts and Social Sciences and also the Professional Services. The Trade Unions had been consulted on the progress of the scheme to date, the number of applications that had been accepted and the proposal to continue the scheme in areas subject to re-structuring beyond the deadline of 30 September 2009. They understood the reasons behind the proposal to continue the scheme in certain areas. The Senate and staff members of Court also supported the extension. The re-shaping activity would bring some clarity to the position of individual members of staff in the areas affected and whether or not they should apply to this scheme.

Court confirmed that it was pleased with the outcomes achieved so far and emphasised the need to ensure that these savings were consolidated in the University’s forward financial plans. The need to communicate with staff and the Trade Unions had been recognised and so the Convener had been asked to approve the extension of this scheme prior to the ending of the initial phase, i.e. before the end of September. The Convener, having taken appropriate soundings, had approved this. Court endorsed this action and

RESOLVED that

i. the deadline for applications to the Early Retirement and Voluntary Severance Scheme be extended to 30 April 2010 for those employees affected by the re-shaping activities, the scheme being closed at 30 September 2009 to staff located outwith these areas;
ii. additional funding, of the order of £5M (to save c£3M from the annual payroll), be set aside to enable the University to deal with applications arising from the remaining interest in the scheme and applications received after 30 September 2009 in areas subject to re-shaping activity.

CM 4346 DECISION-MAKING STRUCTURES AND PROCESSES (CM 4317; SM 11342)

Court had previously approved the report from the review of the Decision-Making Structures and Processes and, at its last meeting, had approved the terms of reference and composition of the Executive Team and the Court Business Group. Since then discussions with the relevant parties had taken place and the proposed terms of reference and composition of each of the main strategic committees in the new structure, together with the associated Regulation changes, were now before Court for consideration and approval. Both the Executive Team and Senate had already considered and approved these proposals.
Court noted that the Financial Forecasting Group would continue to meet as required, most likely once per annum in order to provide strategic input to the setting of the annual budget. The Estates Committee had already met to discuss the decision-making framework and schedule of delegated authority that would apply to estates matters. Further information on this would be brought to Court at a future meeting. In discussion it was noted that some of the research projects currently underway (e.g. the AFRC) brought with them a significant level of funding from non-traditional sources and it would be imperative for the University to monitor progress with these projects in order to ensure that the outcomes matched the aspirations and the projects delivered their targets. This task would fall primarily to the Research and Knowledge Exchange Committee.

Court,

RESOLVED that

i. the terms of reference and composition for each of the main committees be approved and the related Regulations be amended all as detailed in the paper presented

ii. Dr C Schaschke be appointed Convener of the Statutory Advisory Committee on Safety and Occupational Health with immediate effect.

Court noted that, in light of these changes and the changes associated with the restructuring of the Professional Services, the Senior Officer portfolios were currently being finalised and would be circulated shortly.

CM 4347  REVIEW OF UNIVERSITY CHARTER AND STATUTES (CM 4283)

Court was aware that proposals to amend the University Charter and Statutes had been prepared and had been the subject of extensive consultation both within and outwith the University. Legal advice had been sought and discussions with the Privy Council and officials from the Scottish Government had also taken place, as well as comparisons with the other Scottish Chartered Universities. The key principles of the University's constitution would continue to be enshrined in the Charter and Statutes, but these would be streamlined in order to increase efficiency. It was also the intention that certain matters would be moved to the Ordinances so that the University could have greater control over its own affairs, all in line with advice previously issued by the Government.

In discussion there were two matters in particular that there were considered:

i. Changes to the composition of Court were proposed which would reduce the overall size of Court but still retain a majority of lay members. The Constitution of the Students Association was also under review at present and it was known that the intention was not to continue the post of Honorary President of the Students Association (who was currently a member of Court) beyond June 2010, but to replace this with another member to be nominated by the Executive of the Students Association. However, Court had not yet discussed or approved the proposed changes to the Students Association constitution and so it was agreed that this part of the membership of Court could not be changed until it was known what it would change to. The Privy Council would be advised accordingly.

ii. Whilst the principles of academic freedom would be enshrined in the Charter it was proposed that the Employment Statute, Statute XXIII, should be moved to Ordinances. Stirling University had already done this and both the Privy Council and the Scottish Government had approved it. It was known that the majority of other older Scottish Universities were now moving in this direction also. Discussions had been held with the Universities and Colleges Union (UCU) on this matter and they had indicated that they did not welcome the potential transfer of the Employment Statute outwith Privy Council control and, in any case, would prefer if the University waited until the other institutions declared
their position. However, the view within the University was that this was the appropriate time to make this change.

Court

RESOLVED that the following resolutions be passed as Special Resolutions

1. that the amendments to the Charter, as set out in Annex 1, be approved subject to
   - publication of this Special Resolution within the University for a period of 28 days
   - communication of this Special resolution to the Senate
   - subsequent further approval of this Special Resolution by the Court at its meeting in December
   - the approval of the Privy Council.

2. that in order to amend the Statutes of the University, the Court must pass a new Statute. The Court has, therefore, passed the following Statute subject to subsequent further approval of this Special Resolution by the Court of the University no less than one month and no more than three months after the date of this Special Resolution and the approval of the Privy Council,
   - a Statute to amend the Statutes of the University of Strathclyde, having been duly made by Special Resolutions passed and re-passed at meetings of the Court of the University held on 6 October and (to be held on) 1 December 2009 is now submitted for the approval of Her Majesty the Queen in Council.

The Statutes of the University of Strathclyde are hereby replaced with the Statutes contained in the Appendix to this Statute.

Court further

RESOLVED that the Court Business Group be delegated authority to consider any proposed amendments to the wording of the Charter or Statutes that the Privy Council might seek.

CM 4348 ANNUAL QUALITY ASSURANCE REPORT TO THE FUNDING COUNCIL

Court noted that the Funding Council required institutions to provide an annual report on institution-led review as it considered this to be an important mechanism by which institutions, and the Funding Council, were assured of the quality of provision and that enhancement activity was being undertaken. In considering this report Court noted that there appeared to have been slippage in some areas of the departmental review activity. However, other review and restructuring activity had taken place. Advice had been sought from the QAA (Quality Assurance Agency) on this matter who had indicated that they were satisfied with the review activity the University had undertaken. It was also noted that Professional and Statutory Body accreditation and re-accreditation visits had been undertaken during this period, all of which had been successful. Court was also pleased to note that the review panels now included students in their membership.

In light of the above information, Court

RESOLVED that the Institutional Statement on Internal Review Activity (Academic Year 2008/09) be approved for submission to the Funding Council.

CM 4349 STRATEGIC REVIEW UPDATES (CM 4315, 4316)

Court welcomed the progress reports on each of the main strategic projects currently underway within the University. In discussion of these it was noted that there was time for reflection built into the timetable so that those involved in each of the projects could consider issues that arose and how best to handle them. Whilst the project teams reported to the Executive Team, the Transition Team also monitored progress and could
identify areas where intervention might be required. Consideration was also being given to communications in order that information could be cascaded out to staff and that staff throughout the University were not only aware of, but could input to and engage with, the change process.

In particular the following the reports were noted:

.1 **Review of Professional Services**
Mr Coyle, Convener of the Professional Services Implementation Group, informed Court that initial changes to reporting lines following the Professional Services Review would take effect from 12 October 2009. Some Directors had already been appointed and advertisements had been placed for those posts still to be filled. All Directors would take forward the re-shaping of their directorate so that they could operate within a smaller financial envelope. They would encourage a matrix style of working across directorates and develop key performance indicators appropriate for their area. A review of each directorate would be conducted over the course of the next nine months. It was noted that during this period of re-shaping there was potential for some temporary deterioration of service and that Directors would be asked to monitor this very closely. It was agreed that, once this re-shaping activity was finalised, an organisational chart would be circulated to Court for information.

.2 **Review of Social Sciences**
Professor Love, Convener of the Merger Implementation Group for the review of Social Sciences, provided Court with an update on activities to date. A number of working groups had been established to assist the Merger Implementation Group in its task. The name of the new Faculty would be proposed later this week and would proceed through the relevant channels before being brought to Court for final approval. A number of meetings had been scheduled and milestones set for progress and the Group would hold an away-day in December to review progress. Consideration would be given to areas where disinvestment should be made, and steps would be taken to ensure that this was carefully managed in order to remain on track with the overall University strategy.

**CM 4350 REPORT FROM SENATE**

.1 **Prizes and Minor Awards (SM 11344.4)**
On the recommendation of Senate, Court

**RESOLVED** that

i. the following new prize be established with immediate effect:
   **The John Gennard Prize (1\textsuperscript{st} place £100, 2\textsuperscript{nd} place £7, 3\textsuperscript{rd} place £50)**
   To be awarded annually to the three students with the best projects undertaken for the class 41909 Management Research Report.

ii. new wording for the following existing prizes be approved with immediate effect and as detailed in the paper presented to Court:
   - John McKee Memorial Prize (£300)
   - Peter Monk Prize (£50 book token)
   - Lisa Morris Scholarship (£500)

iii. a number of prizes and awards be discontinued with immediate effect and as detailed in the paper presented to Court.

.2 **New Ways of Working (SM 11349, 11337)**
Court noted that, following the review of decision-making structures and processes, the Senate Business Committee had agreed changes to how it operated. In the future it would review all the papers coming forward for consideration by Senate, consult the Senate representatives on the main University committees, and set the agenda for each meeting of Senate. In this way the Committee would ensure that no vital matters would be overlooked.
Court – 6 October 2009

.3 Enhancement Led Institutional Review (SM 11345)
Court noted an update on the preparations for the Enhancement Led Institutional Review that would take place in February/March 2010.

CM 4351 REPORT FROM EXECUTIVE TEAM

Court noted a summary report from the Residential Meeting of the Executive Team held on 22 & 23 September 2009. The Principal was pleased to report that this meeting had been very successful and had demonstrated the good team working spirit shared by the members of the Executive Team. The Team recognised the challenges ahead of the University, not least of which would be the financial position. However, the Team was prepared for the challenges ahead and considered how best to take the vision of the University forward. The Team also recognised the importance of communications and the need to ensure that the right message was being delivered across the University and beyond.

CM 4352 REPORT FROM AUDIT COMMITTEE

The Committee noted the report from the meeting of the Audit Committee held on 1 September 2009 and, in particular, the following items:

.1 Capital Development Programme
The Committee had received a report from the Director of Estates Management on progress with the Capital Development Programme. The Committee had welcomed this report and was satisfied with the information it received.

.2 Process for the introduction of the new Governance Arrangements across the University
The Committee had received information on how the business would roll forward from the old decision-making structures and processes to the new. The Committee could assure Court that the business was being appropriately addressed and there should be no gaps. Court was aware that a review of the new decision-making structures and processes would be undertaken in December. It was agreed that a lay member of Court be invited to join this review.

.3 Risk Management
Court noted that it was the intention to bring the Corporate Risk Register to its November meeting. During last session a number of changes had been made to the method of reporting and managing risk within the University. Additionally, a risk management workshop had recently been held in the University for the Senior Management Team and members of the Audit Committee. This workshop had been delivered by Ernst & Young and had been very useful. In light of the information obtained further changes would be made to the risk management and reporting processes in the University.

.4 Internal Audit Service
Court was pleased to note that the Internal Audit Service had benchmarked itself against other internal audit providers in higher education institutions in the UK. This had confirmed that the Service continued to perform above average for the sector and Court congratulated the Internal Audit Team on their performance.

CM 4353 REPORT FROM STAFF COMMITTEE

.1 Report from the Working Group on the Academic Professional
Staff Committee had considered the proposal to develop an overarching grouping of staff named Academic Professional that would comprise the categories of Academic staff, Research staff and Teaching staff (currently Academic Support staff). These proposals sought to address unresolved discussions spanning many years regarding the categorisation and career development structures adopted for staff contracted to engage in academic pursuits but not across the totality of the research, education and knowledge
exchange areas. Court welcomed this proposal and, on the recommendation of Staff Committee,

RESOLVED that the proposals to implement the Academic Professional concept be approved and the implementation be led by the Vice-Principal and Human Resources.

.2 National Bargaining Update
Court noted an update on progress with the national pay negotiations and the likelihood that UCEA and the Campus Unions would be unable to achieve agreement, causing the parties to be in dispute.

CM 4354 REPORT FROM UNIVERSITY MANAGEMENT COMMITTEE

Court received the final report from the last meeting of the University Management Committee held on 30 June 2009. In particular the Convener had approved action in relation to the following matters:

.1 Centre for Lifelong Learning: Excellence Review Implementation Group Report – agreement had been reached on the re-focussing of the Centre’s activities and the funding arrangements that would apply. Due to these changes a potential redundancy situation had arisen relating to three APS posts and the Convener had approved progressing these matters via an appropriate Redundancy Committee acting on behalf of Court.

.2 English Language Teaching Division Restructuring – following a review of the English Language Teaching Division within the Faculty of Law, Arts and Social Sciences agreement had been reached that this facility should be positioned within the recently established Language Learning Centre. Due to this move a potential redundancy situation relating to two APS posts had arisen and the Convener had approved progressing these matters via an appropriate Redundancy Committee acting on behalf of Court.

.3 Non-Standard Fees – the Convener, acting on behalf of Court, had approved a range of non-standard fees as proposed by the Faculties of Law, Arts and Social Sciences, Education and Engineering as detailed in the paper presented to Court.

Court endorsed the action noted above.

CM 4355 COURT MEMBERSHIP 2009/10

Court noted its membership for 2009/10 (as detailed in the file copy of the minutes).

CM 4356 CONVENER’S ACTION

Court homologated the following action taken by the Convener:

.1 Head of Department Appointment - Department of Architecture: Dr M Grant re-appointed for the period 1 August 2009 – 31 July 2011.

.2 Appointment of Emeritus Professors - following approval by Senate the Convener has approved the following appointments to Emeritus Professor: Professors E Maclellan, W Stimson, H Stevens and J Dunlop.

.3 Students Association: Early Retirement - agreement had been reached with the Commercial Services Manager that he would take early retirement with effect from 30 September 2009.

.4 Review of Decision-Making Structures and Processes - at its meeting in June Court had approved the terms of reference and composition of the Executive Team. In order to progress this matter the Convener approved the amendment to the University Regulations so that this information would be captured in Regulation 1.1 University Management Committee.
.5 The Professor D Geoffrey Smith Award for the Best Schools Project in Communications - this award has been established in memory of Professor D Geoffrey Smith, a former member of the Department of Electronic and Electrical Engineering and member of Court. The prize will be awarded to the project team of 5 pupils from up to 10 schools in the Glasgow area judged to have undertaken, in the most innovative and collaborative fashion, a project that illustrates the power of communications in use and in so doing makes a distinctive contribution to advancing the appreciation of the discipline. The sum awarded will be £1,000 per year.

.6 Purchase of Shares - following successful negotiations the University had the opportunity to acquire shares owned by Gresham House (which represented one third of the shares in Strathclyde University Incubator Ltd). This matter was discussed at the first meeting of the Executive Team, where it was agreed that these shares should be purchased. The Convener approved the purchase of these shares on behalf of Court. Additionally the following action has been approved by the Treasurer.

.7 Approval to Invest Donations - under the terms of agreement reached at Court in May 2003, the Treasurer and Finance Director can take action on behalf of Court and approve the investment of donations. Court is asked to note the following decisions:

Alumni Fund Board Awards - £40,000 to be invested in the Library Investment Account, and £10,000 to be invested in the Scholarships Investment account.

Bequests – two bequests have been received with instructions for the money to benefit the Library. The following was agreed - £50,000 from Dr Gray and £7,449.62 from Mr Stevens to be invested in the Library Investment Account.

CM 4357 REGISTER OF INTERESTS

Court noted that the Secretary to the University had received completed declaration of interest forms from the members of Court. He was able to confirm that he and the Head of Internal Audit had scrutinised these returns and were satisfied with them.

CM 4358 USE OF THE UNIVERSITY SEAL 2008/09

Court noted that the use of the University Seal, as recorded, for the period of the academic year 2008/09 had complied with the relevant Regulations governing such use and this had been verified by Internal Audit.

CM 4359 NEXT MEETING

The next meeting is the Residential meeting at Ross Priory on Friday 20 and Saturday 21 November 2009. The following meeting will be held on Tuesday 1 December 2009 starting at 9.30 a.m.

GMcA/11.10.09