University of Strathclyde

COURT

Minutes: 28 June 2011

Present: Dr Fraser Livingston (Convener of Court), Principal, Ronnie Cleland, Robin Crawford, David Gray, Dr Jeff Fergus, Councillor Jonathan Findlay, Richard Hunter, Dr Peter Hughes, Margaret McGarry, Dr John McInnes, Professor Kenneth Miller, Tom Monaghan, Dr Kevin O’Gorman, Jack Perry, Dr Christopher Prior, Dr Stephen Tagg, Dr Catriona Tedford, Dr Gerry Wilson, Dr Lisa Woolfson.

Attending: Hugh Hall (Chief Operating Officer), David Coyle (Chief Financial Officer), Professor Susan Hart (Dean of Business), Professor Ian Hunter (Dean of Science), Professor Tony McGrew (Dean of HaSS), Graham Roddick (Director of Estates), Sandra Heidinger (Director of Human Resources), Tom Collins (Director of Marketing and Development), Dr Veena O’Halloran (Director of Student Experience and Enhancement Services), Charandeep Singh (President Elect, USSA), Catriona Morton (Vice-President Elect, USSA), Ray McHugh (Head of Media and Corporate Communications), Kirsty MacLeod (Deputy Finance Director), Gwen McArthur (Governance and Policy Manager), Steve Graham (Executive Director of TIC).

Apologies: Chancellor, David Dunbar, Niall Sturrock, Malcolm Wishart, Philip Whyte, Professor Scott MacGregor.

CM 4523 APPOINTMENT OF CONVENER OF COURT (ELECT) AND VICE-CONVENER OF COURT

On the recommendation of the Convener of Court Nominations Group Court Court resolved that

i) under the terms of Statute 2.7, Richard Hunter be appointed Convener of Court (Elect) with effect from 1 August 2011 and, thereafter, appointed Convener of Court, with effect from 1 August 2012;

ii) under the terms of Ordinance 2.1.2, Dr Gerry Wilson be re-appointed Vice-Convener of Court for the period 1 August 2011 to 31 July 2012;

iii) the Group’s Operating Procedures, which had been updated to take account of the introduction of the revised Statutes and Ordinances, be approved with effect from 1 August 2011.

CM 4524 MINUTES

Court approved the minutes of the meeting held on 6 May 2011, subject to the following amendment:

CM 4509 Scottish Institute for Residential Child Care
Third sentence
Delete: ‘It would also mean the closure of the BA (Hons) Social Work degree programme (Residential Child Care Pathway)…’

Replace with: ‘It would also mean the closure of the Residential Child Care Pathway (BA (Hons) Social Work degree programme)…..’
CM 4525 REPORT FROM STRATEGIC SESSION

Court noted the report from its Strategic Session held on 6 May 2011.

CM 4526 PRINCIPAL

Court joined the Convener in congratulating the Principal on his appointment as Chair of the Glasgow Science Centre Board and on his receipt of the Lord Provost’s Award for Higher Education.

CM 4527 PRINCIPAL’S REPORT

The Principal provided Court with a report on key issues/activities that had occurred since the last meeting, including the various high profile meetings he had been involved in. Court noted this report. Court also joined the Principal in congratulating Professor Donald Nicolson, who had been awarded an OBE for his work in relation to the Law Clinic; Eilish Angiolini, an alumnus of the University, who had been made a Dame; and Professor David Gani who had been appointed Director of Science for Glasgow City of Science.

CM 4528 HUMANITIES AND SOCIAL SCIENCES RESTRUCTURING PROPOSALS

Court received restructuring proposals for the Faculty of Humanities and Social Sciences (HaSS) which proposed a phased withdrawal from Music, Geography and Community Education and further consideration of how Sociology could be reconfigured. In presenting these proposals to Court the Dean commended the staff who had been involved in the consultation process for their commitment, dedication and professionalism. He also thanked the students involved who had engaged constructively with the process. It was known that the University and the Faculty faced a challenging future and so a proactive approach had been taken to address these challenges and to ensure future academic and financial sustainability of the Faculty. The Faculty needed to be able to offer a vibrant, diverse and attractive academic portfolio, building on its areas of strength. Three of the areas identified for change had been the subject of earlier excellence reviews, mainly as a result of their performance in relation to research activity and future sustainability. All four areas had been identified in the Merger Implementation Group Report to Court again last year during the merger process as being areas that would require further review. The proposals had been drafted by the Academic Development Group and, following a period of extensive consultation, including consultation with the Campus Unions and with the potentially affected staffing groups, had been presented to and supported by the Faculty Management Team in HaSS, the Executive Team and Senate.

In discussing these proposals Court was reassured that both the Faculty and the University would ensure the quality of the student experience through the transition period; and Human Resources (HR) would work with the Faculty to provide support to the affected staff during this time. Some concerns were raised regarding the future provision of these subjects, particularly Community Education as presently Strathclyde was the main provider in the West of Scotland. However, Court was informed that preliminary, informal talks had been held with other institutions to explore the possibility of alternative provision, and both the Education Minister and the Funding Council had been made aware of this. Should the proposals be approved by Court then these discussions could progress. Court was also reassured that, while the University’s vision was to be an International Technological University, it also wished to remain firmly
grounded in the local community. The University already had many activities which provided strong local engagement and it would ensure that these were fully captured in its marketing and communications strategy.

Court was impressed by the nature, quality and extent of information provided and following a full discussion resolved that the proposals be approved and that

i. as a result of concerns in relation to overall performance in respect of research, both quality and trajectory, academic viability and sustainability, financial performance and sustainability, and alignment with both the research and sustainability aspirations in the University Strategy, the University would instigate a phased withdrawal from the BA in Community Education and from Geography and Sociology as principal subject areas within the BA Arts and Social Sciences degree (all with final entry in 2011);

ii. the proposed new BA programme in Music and the Creative Industries (which had been expected to replace the BA in Applied Music withdrawn by Senate last year) would not proceed given concerns with the business case, the issue of student numbers and the academic viability of the new programme;

iii. as a result of the above decision there would be a phased withdrawal from Music from 2011 (given that final entry to the BA in Applied Music had been in 2010);

iv. a Restructuring Implementation Group be created and be tasked with determining how Sociology could be reconfigured in line with the Faculty’s aspirations for social policy;

v. the University guarantees that current and prospective students would be supported through to the completion of their studies;

vi. due to the potentially significant consequences of withdrawal of the undergraduate programmes in Music and Community Education, specifically for the West of Scotland, the University would explore with external stakeholders, such as other higher education institutions and the Funding Council, the possibilities for alternative provision.

Court commended everyone who had been involved in this consultation process for their diligence and professionalism, and particularly the Dean, the Faculty Manager and the Faculty Team for their hard work.

CM 4529 ANNUAL BUDGET FOR 2011/12 AND FINANCIAL FORECASTS (CM 4510)

The Chief Financial Officer presented the proposed budget for 2011/12 and the Financial Forecasts. The budget and forecasts anticipated new income streams which would allow the University to invest in its strategic priorities. At the same time, strenuous efforts would be made to eliminate unnecessary expenditure and maximise value for money. The University’s overall financial position was still strong but the budget proposed reflected the need for the University to move at pace to generate additional new income. The renewed focus evident in the revised Strategic Plan should help the University achieve the competitive advantage that was critical to its future success. The Advisory Group on Finance had considered and endorsed the proposed Budget. The Audit Committee had considered the key assumptions underpinning the budget and was supportive of the approach taken.

Court was aware that the University was operating in a time of financial uncertainty for higher education until the Scottish Government decided how it
wished to support this area in the future. Notwithstanding the uncertainty regarding government funding the forecasts were considered to be challenging but achievable for the University. The main risks had been clearly identified and Court would monitor progress to ensure that these risks were being managed. Court was also of the view that the Funding Council should be made aware that while the University was managing its finances well this was not without its challenges. In discussion it was acknowledged that, while a significant increase in international student numbers (as was proposed in the budget) would increase overall income it would also impact on the student experience. The University was keen to ensure that this would be a positive experience for both the international and home students, and the quality of the student experience would be monitored and carefully managed to ensure there was no diminution. Also careful planning would be required as the University could not over-rely on income streams from international student programmes which could end at short notice. The University would also keep a firm control of its salary budget, however, the need to attract and retain excellent staff was fully recognised. A balance between investment and disinvestment in staff would need to be achieved.

Court approved the Budget for 2011/12 and the Financial Forecasts which would now be forwarded to the Funding Council. On behalf of Court the Convener thanked the Chief Financial Officer, the Deputy Finance Director and their team for all their hard work and for the clarity of the paperwork before Court.

CM 4530  ESTATES DEVELOPMENTS (CM 4520.5)

The Director of Estates Services provided Court with a brief overview of, and progress with, the main projects in the Estates Development Framework (EDF) which had been approved originally in 2009 (CM 4369). In order to progress to the next stage of development a number of proposals were now before Court, having been considered and endorsed by the Estates Committee and the Executive Team. In light of the information presented, Court resolved that

i) Strathclyde Business School Masterplan - the full business case, which would consolidate the Business School’s accommodation in the Cathedral Street, Stenhouse and Sir William Duncan buildings, be approved so that the project proceed to Gateway 2 and be delivered at a cost of £21.95M under the supervision of the Estates Committee, subject to the Stage D report (including a detailed cost plan) being approved by the Convener of the Estates Committee;

ii) James Weir Masterplan, Phase A, Work Package 1 – the full business case for Phase A of the James Weir Masterplan be approved and approval be granted to proceed to Gateway 2 for Work Package 1 of Phase A at a cost of £6.1M, this to proceed under the supervision of the Estates Committees, subject to the Stage D report (including a detailed cost plan) being approved by the Convener of the Estates Committee following consultation with the Deputy Convener (Estates);

iii) Technology and Innovation Centre (TIC) – the project commitment for the development of the TIC building be increased to £4.1M to cover the costs required to progress the project to the end of the pre-construction phase.

CM 4531  TECHNOLOGY INNOVATION CENTRE (TIC) (CM 4517, 4498, 4479, 4461)

The Convener welcomed Steve Graham, Executive Director of TIC, to the meeting. Court was pleased to note that the detailed design package for the
building had been agreed and was now proceeding to the end of the pre-construction phase. The TIC was a transformational project for the University that would differentiate it from other higher education providers and would offer a new way of working with industrial and other external partners. On the basis of the information available at present the project should break even in 12/13 years' time. While this might be a long time frame in the commercial sense it was acceptable to the University and was significantly better than not proceeding with the project at all. It was also recognised that not all the benefits achieved from this project would be financial, the University had significant reputational and other benefits to gain. Further assessment of the income and expenditure associated with this project was being undertaken and a full business case would be brought to Court in November. It was reinforced that the TIC was very much integral to the University, reflecting current and emerging best practice in academic/industry collaboration, best practice that would be developed throughout the University both within and outwith the TIC.

CM 4532 UNIVERSITY OF STRATHCLYDE STUDENTS ASSOCIATION

.1 Budget for 2011/12
It was noted that the Students Association had reviewed its income and expenditure with a view to reducing operating costs and making efficiencies wherever possible, including the operation of an early retirement and voluntary severance scheme in order to reduce staffing costs. The Trustee Board had considered the proposed budget and indicated their satisfaction with it. Court approved the Budget for 2011/12 for the Students Association as presented.

.2 University of Strathclyde/USSA Relationship Agreement
The Students Association had recently reviewed its own governance with revised arrangements put in place from the start of session 2010/11. Building on this a review of the relationship between the Students Association and the University had been conducted, taking account of guidance issued by the CUC (Committee of University Chairmen) and NUS (National Union of Students). Court approved the Relationship Agreement between the University and the Students Association.

CM 4533 FOUNDATION PROGRAMME FOR INTERNATIONAL STUDENTS

Court noted that the University was currently exploring the possibility of establishing a partnership with the company INTO to develop Foundation Programmes that would deliver significant additional numbers of international students to the University’s undergraduate and postgraduate degree programmes. It was the intention that such students would articulate into existing degree programmes with the first intake in September 2012. However, there were a number of legal matters that needed to be resolved before any agreement could be finalised. Senate had considered this proposal at its meeting the previous week and had been satisfied with this. Whilst Court welcomed the additional student numbers and income that this would bring, some concerns were raised regarding the potential impact that an influx of a high number of international students could have on the overall student experience. It welcomed the reassurance that there would be no diminution in the overall quality. Court welcomed this information and noted that a full proposal would be brought to it at its next meeting in September.
CM 4534  CORPORATE RISK REGISTER (CM 4470)

Court received the Corporate Risk Register and noted that both the Executive Team and the Audit Committee had considered this and had been satisfied with it. Court was pleased to note that the process for the identification and management of risk was now embedded across the University. Court approved the Corporate Risk Register.

CM 4535  COURT MEMBERSHIP

On the recommendation of the Court Membership Group Court resolved that

i)  Deputy Conveners of Court

- Dr Gerry Wilson be appointed Deputy Convener (Estates) for the period 1 August 2011 to 31 July 2012;
- Ronnie Cleland be appointed Deputy Convener (Staff) for the period 1 August 2011 to 31 July 2014;
- Jack Perry be appointed Treasurer for the period 1 August 2011 to 31 July 2014.

ii)  Membership of Court

Under the terms of Statute 2.5.9

- Gerry Wilson’s membership of Court be extended for one further year to 31 July 2012;
- the membership of Robin Crawford, David Gray and Jack Perry be extended for a further three years to 31 July 2014;
- Gillian Hastings be co-opted to membership of Court for the period 1 August 2011 to 31 July 2012 in the first instance.

- the full membership of Court in 2011/12 will be as detailed in Annex 1.

iii)  Membership of Committees

The membership of the various Committees be approved as detailed in the paper presented. It was noted that the remit of the revised Court Business Group would be brought to the next meeting of Court for approval.

iv)  Court Succession Planning Process

The succession planning process be approved as presented.

CM 4536  COMMITTEE REPORTS

.1  Senate: Meeting of 22 June 2011 (CM 4482, 4446; SM 11465.1)

The University Ordinances had been revised last year to ensure that they were consistent with the revised Charter and Statutes. Since then some further minor revisions had been proposed. On the recommendation of the Senate Court approved the revised Ordinances with immediate effect.

.2  Executive Team: Meetings held in May and June 2011

Court noted that the Executive Team had been fully engaged in the consideration of all the matters brought to Court, including the budget and financial forecasts; the Humanities and Social Sciences restructuring proposals; capital and strategic investment plans; the foundation programme for international students; as well as business continuity management policy and the University response to the Bribery Act.

.3  Audit Committee: Meeting of 6 June 2011

Court received a report from the meeting of Audit Committee, and noted that the Committee had considered a range of matters, including: the key assumptions
underlying the proposed budget and the financial forecasts; the corporate risk register; the asset management review; and progress with the Technology Innovation Centre. Additionally Audit Committee had approved the Audit Plans for both the Internal and External Auditors.

.4 **Staff Committee: Meeting of 27 May 2011**

Court received a report from the Staff Committee and noted that some minor adjustments had been made to the Voluntary Early Release Scheme (VERS) which had been launched in May; and that consultation was taking place regarding proposed revisions to the consultancy services arrangements.

**CM 4537 CONVENER’S ACTION**

Court homologated the following action taken by the Convener: **Composition of Senate**: following approval of the changes to the University Charter and Statutes Senate had discussed the appointment of Directors of Professional Services to membership of Senate with effect from session 2011/12, but had decided that the Vice-Principal should make the final proposal to Court taking account of the Senate discussion. The Vice-Principal had done this and the Court Business Group had supported his recommendation, which the Convener had then approved.

**CM 4538 NEXT MEETING**

The next meeting would be held on **Tuesday 27 September 2011** at 9.30 a.m.

**CM 4539 FAREWELLS**

The Convener paid tribute to the various members who would complete their period of membership at 31 July 2011 - Tom Monaghan, David Dunbar, Dr Catriona Tedford, Professor Bob Kalin, Dr John McInnes and Philip Whyte.

In particular he paid tribute to Tom Monaghan, the current Treasurer, who had made a significant and much valued contribution to the work of the Court and the wider University over a number of years.

The Convener also thanked Graham Roddick, Director of Estates Services, for all the work he had undertaken on behalf of Court as he would shortly be retiring from the University.
COURT MEMBERSHIP

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

Lay Members
Dr J Fraser Livingston (2002 to 2012) (Convener)
Dr Gerald Wilson (1999 to 2012) (Vice Convener/Deputy Convener, Estates)
Ronnie Cleland (2008 to 2014) (Deputy Convener, Staff)
Jack Perry (2010 to 2014) (Treasurer)
Richard J A Hunter (2005 to 2012) (Convener of Court Elect)
Robin Crawford (2007 to 2014)
Jeff Fergus (2003 to 2012)
David Gray (2003 to 2014)
Gillian Hastings (2011 to 2012)
Dr Peter Hughes (2003 to 2012)
Margaret McGarry (2008 to 2012)
Malcolm Wishart (2004 to 2013)

Senate
Dr Kevin O’Gorman (2010 to 2013)
Dr Christopher Prior (2009 to 2012)
Dr Stephen Tagg (2009 to 2012)
Dr Lisa Woolfson (2010 to 2013)
Vacancy

Non-Teaching Staff
Mr Niall Sturrock (2009 to 2012)

The Students’ Association (President and 1 nominated by the Association)
Mr Charandeep Singh (2011 to 2012)
Ms Cat Morton (2011 to 2012)

Graduate and Former Students Association
Dr Rose Mary Harley (2011 – 2012)

Local Government
Councillor Jonathan Findlay (2009 to 2012)