



Candidate brief for the position of
**Chair of Glasgow Caledonian
University Court**

July 2024



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The University for the Common Good

Glasgow Caledonian – the largest and leading modern university in Scotland – is a vibrant, values-led organisation with campuses in the heart of Glasgow and London. Through our strong commitment to delivering high-quality education and research we are responsive to the needs of the communities we serve. Our Vice-Chancellor is Professor Steve Decent who took up the role at the beginning of 2023 and is leading an exciting and ambitious new strategy for the University’s success.

With a wide range of professionally accredited courses and links with over 300 industry partners, we have the highest proportion of first-degree graduates in highly skilled occupations (82%) compared to other Scottish modern universities (HESA 2024). We are Scotland’s leading provider of Graduate Apprenticeships.

In 2023 we entered the top 40 universities in the UK in the *Guardian University Guide*, and were in the top 50 UK universities in the 2024 *Times and Sunday Times Good University Guide* for the first time. We perform exceptionally at subject level too. We’re the leading University in the UK in key health areas including Radiography, Physiotherapy and Subjects allied to Medicine, according to the *Times and Sunday Times*, with Hospitality, Leisure, Recreation and Tourism ranked second in the UK (first in Scotland). The *Guardian* also ranked us in the top three in the UK, and first in Scotland, for Social Work, Animation and Game Design, and Nutrition and Food Science.

We are passionate about helping more young people from diverse backgrounds into university. Scottish Funding Council figures highlighted that 22% of our Scottish full-time, first-degree entrants were drawn from the country’s 20% most disadvantaged backgrounds. This puts the University ahead of its competitors for widening access, and retention of this cohort is also ahead of the sector at 89% (SFC 2023).

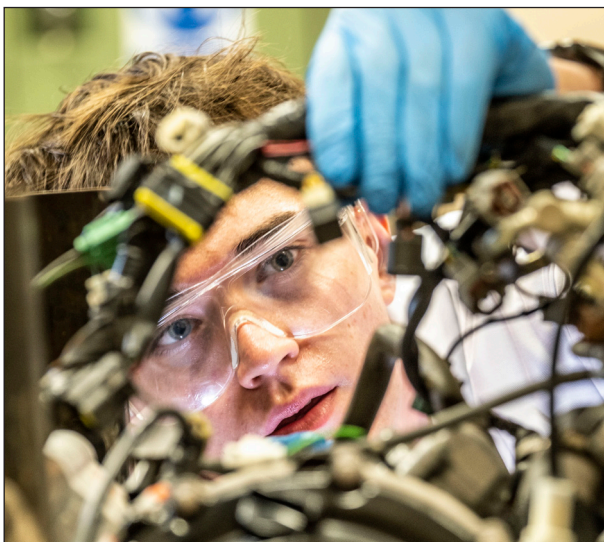
Glasgow Caledonian had the highest intake of Scottish full-time undergraduate students in the sector in the latest academic year (UCAS 2023). We deliver an outstanding student experience, as demonstrated by excellent HESA performance indicators for student progression and degree completion. The Quality Assurance Agency for Higher Education (QAA) in its last Enhancement-led Institutional Review (ELIR) report commended the University for its achievements in many areas including widening participation and the effective use of Student Experience Action Plans.





Our recently appointed Chancellor, Dr Anne-Marie Imafidon MBE, is one of the UK's most influential women in tech and a major advocate of diversifying talent in science, technology, engineering and mathematics (STEM).

As the University for the Common Good, equality and diversity are at the heart of everything that we do. Our Equality Outcomes 2021-25 specify our actions to eliminate discrimination, advance equality of opportunity and foster good relations. They are clearly aligned with our Mission and strategic priorities, as well as our Values, with the overall aim of reducing inequalities and making a positive difference. We take a whole-institution approach and are committed to ensuring that equality and diversity are mainstreamed into our core functions.



At heart we are a civic university with a global outlook, dedicated to building productive relationships and driving positive social change for current and future generations.

We are the only Scottish university with EcoCampus Platinum accreditation and were ranked first in Scotland for sustainability in the most recent People and Planet league table.

Our leading-edge facilities include the award-winning Sir Alex Ferguson Library, a state-of-the-art visualisation suite and an interprofessional simulation centre which provides a range of realistic clinical and community environments to assist our health and social care students.

Glasgow Caledonian's success as a globally connected University is demonstrated by the large number of international students studying at our UK campuses. We achieved excellent results in the latest International Student Barometer, with 94% satisfaction ratings for the learning experience, arrival experience and happiness with life at Glasgow Caledonian.

Our welcoming community of over 1,600 staff and more than 22,000 students from almost 120 countries enjoy state-of-the-art facilities across each of our city centre campuses.

Guided by our mission as the University for the Common Good, and our Values – integrity, responsibility, creativity and confidence – we work with others to transform the lives of our students and the communities we serve.

Strategy 2030

- Guided by our Court, the University has been refreshing its Strategy during the course of the academic year. Staff and students across our Glasgow and London campuses, the Students' Association, trade unions, alumni and external stakeholders engaged and informed the development of the Strategy in a range of ways including discussion sessions and workshops.
- Approved by Court in June, the new University Strategy builds on our deep-rooted Mission for the Common Good and our Values of confidence, integrity, creativity and responsibility. It sets out a new Vision for Glasgow Caledonian to 'Transform lives through excellent education and research that is accessible and impactful for the people of Glasgow and our communities locally, nationally and internationally'.
- The Strategy outlines an academic approach based on our core purpose to deliver excellent education and research, and how we can ensure Glasgow Caledonian is a great place to work and a destination of choice for students. The Strategy also encompasses internationalisation, engagement, employability, equality, diversity and inclusion, sustainability, our digital, estate and infrastructure, reputation, finance, governance and compliance. Progress in delivering the Strategy will be measured against a suite of key performance indicators (KPIs).
- Our new Strategy will be formally launched at the start of the next academic year in the autumn, and will guide us in delivering our ambitions and investing strategically for our University's bright future.



Education

- Education is at the core of Glasgow Caledonian University's Strategy. We aim to deliver an excellent education for our students, working closely with business and the public sector to ensure our graduates have the skills, knowledge and experience they need to enter their desired careers when they graduate. We are committed to widening access to higher education to people from diverse backgrounds, and supporting our students throughout their academic and personal journey.
- We promote an inclusive approach to education by embedding the principles of equality and diversity throughout the institution and valuing individuals regardless of the background or group to which they identify with. We believe every member of staff contributes to the creation of an excellent student experience. Our distinctive approach to learning, teaching and assessment is shaped by the University's recognised strengths in its disciplines, widening access, work-based education and its research-led, interdisciplinary and enquiry-based approaches to student learning.
- Our academic schools each develop their curricula and models of delivery in ways that best deliver their disciplines. Their purpose is to develop the knowledge and skills our graduates will need to succeed in their chosen profession. Placements are an integral part of the Glasgow Caledonian learning experience.
- Our School of Health and Life Sciences leads the field in developing interprofessional learning that is inclusive of all health and social care professions. Interdisciplinary learning is also a fundamental aspect of undergraduate education in our School for Computing, Engineering and Built Environment and our Glasgow School for Business and Society. Further, all programmes in the Glasgow School for Business and Society align to the UN Principles for Responsible Management Education (PRME).
- Based in the heart of London's Spitalfields, GCU London delivers a range of dynamic postgraduate programmes to ensure forward-thinking students get the skills, tools and experience they need to secure the careers they dream of and deserve.
- We offer diverse academic, wellbeing and pastoral support for all our students, recognising too the consequences of the exceptional pressures that students have experienced over the years of the pandemic.
- The University is dedicated to developing the use of technology to enhance learning, teaching and assessment. We invest in new facilities, learning spaces and academic development to continue to enrich student and staff experiences.

Research

- Research is at the heart of Glasgow Caledonian's mission as the University for the Common Good. Our research focuses on three core areas - Inclusive Societies, Healthy Lives, and Sustainable Environments - which align with our three Schools (the School of Computing, Engineering and Built Environment, the Glasgow School for Business and Society, and our School of Health and Life Sciences) and research centres.
- Our Research Excellence Framework (REF) performance has flourished in recent years. We are now unsurpassed by any other Scottish modern university for the level of research (72%) considered to be world leading or internationally excellent. Our health research is surpassed only by King's College London for outstanding impact.
- We have a clear focus on developing our thriving research culture and environment. This includes a targeted approach to investment in research-active staff and infrastructure, and the development of high-profile, prestigious research centres.
- We have a postgraduate research student body of around 500 at any one time, overseen by our award-winning Graduate School, and a suite of researcher development opportunities for staff and students.
- The University has a number of thematic interdisciplinary research centres including the Yunus Centre for Social Business and Health, the Research Centre for Health (ReaCH), the Mary Robinson Centre for Climate Justice, the BEAM Centre (Built Environment and Asset Management), the WiSE Centre for Economic Justice, and the SMART Technology Centre. The centres' work is underpinned by an intersectoral approach to addressing the challenges posed by the Sustainable Development Goals promoted by the United Nations.
- We work in close partnership and collaborate with numerous bodies such as the Scottish Government, NHS Scotland, Glasgow City Council and local businesses, as well as internationally with the World Health Organization, the African Development Bank, the European Commission and others.
- We sustain research grant income levels of £6 million per annum, winning competitive grants from bodies such as the Economic and Social Research Council, the European Commission, the Medical Research Council, National Institute of Health Research, the Chief Scientist's Office, and the Wellcome Trust.
- Our globally recognised researchers regularly advise governments, industry and international bodies on policy development and delivering impact.



Globally connected

- Harnessing our campuses in Glasgow and London, and partnerships in Oman, Bangladesh, Mauritius and Africa, the University is extending its global impact and engaging in new ways with learners, global businesses and communities.
- Our campuses are highly attractive to international students - the University doubled its international student population in 2022-23.
- We are the key partner in the African Leadership College in Mauritius, which educates students from 29 African countries.
- We are committed to staff and student international mobility, opportunities to study or volunteer abroad and providing excellent student exchange support.
- Our alumni community has 155,000 graduates based in 150 countries.

Profile, facts and figures

Social, economic and environmental impact

- The independent analysis of BIGGAR Economics in 2022 showed the University delivered economic and social benefits worth £1.7 billion to the global economy and supported 14,360 jobs, generating £1.4 billion and £1.1 billion to the UK and Scottish economies respectively. The report shows that, beyond its economic footprint, the University drives a powerful and multi-layered social impact, and adds strategic value in areas including health and wellbeing, the eradication of poverty and inequalities, sustainable businesses and environments, industry, innovation and infrastructure.
- In the 2024 Times Higher Education Impact Rankings, which assess universities against the Sustainable Development Goals, we ranked in the top 200 globally. Within this, we ranked first in Scotland for three goals - Gender Equality (third in the UK), Good Health and Wellbeing (fourth in the UK), and Decent Work and Economic Growth (tenth in the UK)
- We are Scotland's first accredited Living Wage University Employer.
- The University is one of only three Scottish universities to hold the prestigious institutional Athena SWAN Silver Award in recognition of our achievements in promoting gender equality.
- Previous Chancellors have included Nobel Peace Prize winner, Professor Muhammad Yunus and singer-songwriter, highly-respected social activist and philanthropist, Dr Annie Lennox OBE.
- The University rapidly mobilised to help the country's crisis response to the coronavirus pandemic and supported our local communities and the delivery of the Scottish Government's public health objectives. Over 500 student nurses and 95 BSc Paramedic Science students joined the NHS on the pandemic frontline; our sports centre was transformed into Glasgow's first walk-through COVID-19 test centre; we provided crucial personal protective gear including face-shields created using 3-D printers; we donated testing equipment; and we began the first major study of its kind analysing the effects of lockdown on the country's mental health.
- Our College Connect Team delivers a dedicated service to help students transition from college to university, and the University's Caledonian Club, an award-winning outreach initiative, has helped 20,000 local children, families and carers, many from disadvantaged backgrounds.



About Glasgow

Glasgow is one of the UK's leading metropolitan centres with a lively culture, leisure and sports scene. Glasgow ranks in the top 10 in Europe or top 25 globally for the quality of its education and cultural provision. It has the buzz and cosmopolitan feel of a great international city, while being within easy reach of some of the most spectacular countryside and scenery the UK has to offer.

The city

Culturally, Glasgow has much to offer – it has won the titles of 'European City of Culture' and 'UK City of Architecture and Design' in recent times. The city is home to Scottish Ballet, Scottish Opera, the Royal Scottish National Orchestra and the Glasgow Royal Concert Hall, numerous other concert venues and theatres, the Scottish Event Campus and the OVO Hydro, one of the largest and busiest entertainment venues in the UK.

Free galleries and outstanding museums such as the refurbished Burrell Collection and Kelvingrove Art Gallery and Museum add to a stimulating environment in which Charles Rennie Mackintosh's world-famous art nouveau design is just one feature of the city's architectural richness.

Sport also features prominently in the life of the city which offers excellent facilities and benefits from the legacy of hosting the Commonwealth Games in 2014.

Glasgow is home to people from many nationalities who enrich the experience of life in the city, resulting in a welcoming city for all. The city's many diverse centres of worship reflect its multi-faith community.

Living and travel

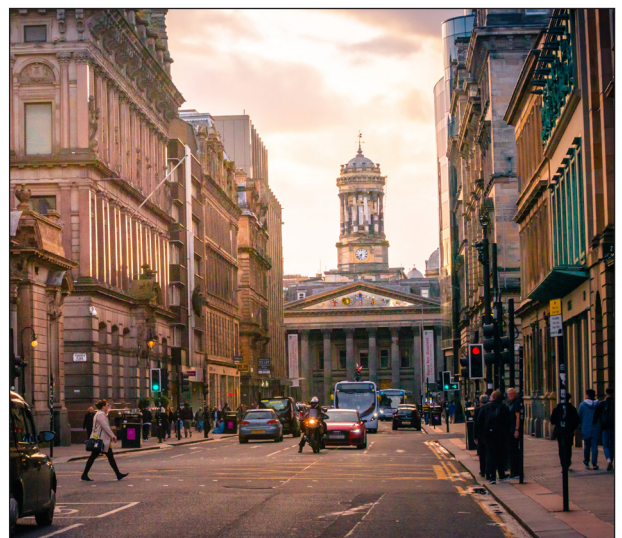
Glasgow offers a range of attractive rural and urban living opportunities and housing styles within and beyond the city. Good transport links and the University's city centre location make travel-to-work times manageable from numerous locations. Glasgow's setting in central Scotland means there is easy access to the whole of Scotland and the North of England. The area is well served by the largest suburban rail network outside London.

There is a comprehensive motorway system with the M74/M6 giving direct access to the south and the M8 to the east and Edinburgh.

The West Coast Main Line provides direct, fast rail services to London and major English cities. There's also a fast rail link from Glasgow to Edinburgh, normally every 15 minutes during peak hours and otherwise half hourly.

The city is served by a major international airport only a 15-minute drive from the city centre, and Scotland's other major international airport in Edinburgh is readily accessible.

Glasgow, a European City of Culture and UK City of Architecture and Design in recent times.



The University Court

The University Court is the University's governing body. Court is responsible for approving the University's overall strategic direction and exercising general oversight of the University's performance and development. Court delegates the management of the University to the Principal and Vice-Chancellor.

The powers and governance framework of Glasgow Caledonian University are prescribed in a Statutory Instrument, the Glasgow Caledonian University Order of Council 2010 as updated by the GCU Amendment Order of Council 2020, legal documents made by the Privy Council and approved by the Scottish Parliament. This is supplemented by other instruments of governance such as the Court's Standing Orders. The Court has key responsibilities for ensuring that the University's business is conducted in accordance with the Statutory Instrument.

Court has six ordinary meetings a year. Its membership comprises a maximum of 26 governors including the Chair and:

- Lay members drawn from business, industry and the professions who retain an overall majority (up to a maximum of 17)
- The Principal and Vice-Chancellor, the sole ex-officio member
- Two student members nominated by the Students Association
- Two elected members, one from amongst academic staff and one from amongst professional and support staff
- One member appointed by the University Senate
- Two nominated trade union members, one from an academic trade union and one from a professional and support staff trade union.

Glasgow Caledonian University is a charity registered with the Office for Scottish Charities (OSCR) and the role of Court governor, including the Chair, encompasses that of charity trustee.



The role of the Chair of Court

1. Role scope

- The Chair of Court is responsible for the leadership of the Court, as the governing body of the University, and together with the Principal and Vice-Chancellor is responsible for setting the strategic direction of the University and ensuring the delivery of its key objectives. The Chair is ultimately responsible for the effectiveness of Court and its operation, ensuring that its members work together effectively and that they and wider stakeholders have confidence in the procedures laid down by the University for the proper conduct of public business. The Chair is responsible for ensuring that the Court establishes oversight, focuses on those issues which it needs to discuss, and discharges its primary responsibilities set out below.
- The Chair plays a key role in the strategic development of the institution without becoming involved in day-to-day executive and operational management which is the responsibility of the Principal and Vice-Chancellor. The Chair maintains a constructive working relationship with the Principal and Vice-Chancellor and the University Secretary. These relationships are mutually supportive with each office recognising the separation and distinctiveness of the others' roles and the checks and balances incorporated within each by the institution's constitution.
- The Chair ensures that the Court conducts its own affairs and applies the highest standards of corporate governance in accordance with the prevailing code of good higher education governance and observes the principles of conduct as defined by the Committee on Standards in Public Life.
- The Chair also ensures that the University is well connected at board level with its external stakeholders and is expected, on occasion, to represent the University.

2. Role description

2.1 Leadership

- The Chair is responsible for the leadership of the Court and should ensure that it acts in accordance with the University's instruments of governance, internal rules and regulations, and should seek advice from the University Secretary in any case of uncertainty.
- The Chair ensures that the powers and responsibilities of the Court are exercised collectively by all members acting as a body. The Chair encourages all members to work together effectively, contributing their skills and expertise as appropriate, ensures that all voices are heard with respect and inclusiveness and seeks to build consensus among them.
- The Chair is responsible for ensuring that the governing body conducts itself in accordance with accepted standards of behaviour in public life, embracing selflessness, integrity, objectivity, accountability, openness, honesty and leadership.
- The Chair, as Chair of the Court Governance and Membership Committee, is responsible for the process for the recruitment of new members of the governing body.
- The Chair, in consultation with the University Secretary or her/his nominee, ensures new members are offered a full induction on joining Court and that opportunities for further development for all members of Court are provided regularly in accordance with their individual needs.
- The Chair, in consultation with the Vice-Chair of Court, proposes Chairs of the standing committees of Court to the Court Membership Committee for recommendation to Court for approval.
- Where the Court delegates responsibilities to committees and individuals in the interests of efficient decision-making, the Chair ensures they play a transparent role in the proper conduct of the Court's business and report back appropriately on their discharge of delegated responsibilities.
- The Chair should establish a constructive and supportive working relationship with the Principal and Vice-Chancellor, recognising the proper separation between governance and executive management, and avoiding involvement in the executive day-to-day and operational management of the University.
- The Chair leads the process which culminates in presentation of the Principal's annual objectives to court for approval and carries out an annual appraisal of the Principal's performance, taking into account the views of the members of the Court.
- The Chair represents the Court by attending key University events such as graduations, visits from dignitaries, launches and celebrations as appropriate.

2.2 Conduct of Court business

- The Chair, in consultation with the University Secretary, agrees an appropriate meeting schedule to enable Court to discharge its responsibilities in relation to setting and monitoring the University's strategic direction.
- The Chair, in consultation with the Principal and the University Secretary, agrees the annual workplan and agendas for Court meetings and the agenda for the annual strategic planning event.
- The Chair ensures that Court meetings are run efficiently and effectively, in accordance with Court's standing orders, and that all members are encouraged and able to participate and contribute.
- The Chair ensures that the Court keeps its performance under annual review and carries out an externally facilitated review, normally not less than every three years.
- The Chair, as Chair of the Court Governance and Membership Committee, ensures the composition of the Court membership is regularly reviewed, and that succession planning takes place for the Court and its standing committees. This is done in consultation with the Vice-Chair and the University Secretary.
- The Chair should, at all times, act in accordance with established protocols for the use of delegated authority or Chair's Action. All instances of the use of delegated authority or Chair's Action should be reported to the next meeting of Court.
- The Chair is required to act as a formal signatory to certain documents on behalf of the University in accordance with the Financial Regulations of the University, for example in the case of the execution of high value contracts or documents to be executed as deeds where the University seal is to be affixed.

2.3 External role

- The Chair represents the Court and the University externally as required and is a member of the Committee of Scottish Chairs and the Committee of University Chairs.
- The Chair attends HE sector meetings as appropriate.

3. Eligibility

- As prescribed in the HE Governance (Scotland) Act 2016 (section 9(2)) a person appointed to the position of Chair of Court may not be a student or a member of staff of the University during the period of the person's appointment.
- In addition, no former member of staff or student of the University is eligible to be appointed until a period of five years has elapsed from the date they ceased to be a student or member of staff.
- The Chair of Court may not hold a position with any other higher education institution that is considered to be a conflict of interest with the Chair of Court role.
- The Chair of Court may hold membership of a political party or organisation; however, the Chair may not hold an elected political office position during the term of their appointment.
- Members of Court are charity trustees and therefore applicants must be eligible to hold office as a charity trustee in terms of the Charities and Trustee Investment (Scotland) Act 2005 as determined by the Office of the Scottish Charity Regulator.

4. Criteria for appointment

The Chair of Court should demonstrate the following:

Personal attributes and skills

- A strong personal commitment to the mission, values, aims and objectives of the University
- The ability to allow the expression of a wide range of opinions in an appropriate and fair manner with a view to achieving consensus wherever possible and dealing with conflicting views in a constructive manner
- Sound judgement and a calm measured approach to the duties and responsibilities of the role
- Effective chairing and leadership skills
- A demonstrably strong commitment to equality, diversity and inclusion

- Deep understanding and applied experience in a leadership role of meeting the requirements of strong governance
- Tact and diplomacy, including the ability to challenge openly and constructively
- The ability to build connections, influence and persuade a diverse range of stakeholders including ministers, civil servants, students, staff, the local community and potential funders and donors
- Excellent interpersonal and communication skills, including the ability to establish good working relationships with diverse constituencies including students, the Principal and Vice-Chancellor and members of staff, and other members of Court and its committees
- The ability to be an ambassador and represent the University
- Personal integrity and the ability to exercise independent judgement in order to act fairly and impartially in the interests of the University as a whole

Knowledge and experience

- A proven track record as a successful executive or non-executive leader within an organisation of comparable size and complexity to the University
- Substantial experience of chairing board-level meetings and working alongside Chief Executives gained within complex organisations in the private, public or third sectors
- An understanding of the higher education landscape, and the political environment in Scotland, the rest of the UK, and internationally
- A strong understanding of the principles and effective implementation of good corporate governance
- A thorough understanding of strategic planning, financial planning and budgetary processes in large complex organisations
- A track record of ensuring effective strategic oversight of transformational change and strategic projects
- Significant experience of representing an organisation in an ambassadorial role to external bodies and stakeholders, ideally with experience of interacting with politicians, civil servants and senior business leaders in Scotland and elsewhere

5. Terms of appointment

- The appointment is for a three-year term although this may be renewed up to a maximum of nine years.

6. Time commitment

- This is an important role which requires commitment and flexibility. In addition to the formal responsibilities of the role, the Chair of Court must be able to provide informal support to the Principal and Vice Chancellor, the University Secretary, and members of Court. There may be occasions when the Chair has to be contacted or attend meetings at short notice.
- The actual time spent will depend on the way in which an individual approaches the role, but it would not be less than the equivalent of one day per week.
- In addition to six Court meetings a year and the annual Court/Executive strategy event, the Chair chairs/ attends certain committee meetings and meets regularly with the Chairs of Court's Committees; with staff and student governors, and may meet with individual governors; contributes to induction programmes for new governors and conducts annual effectiveness review meetings with governors; holds regular informal meetings with the Principal and Vice Chancellor, the Student President and the University Secretary; and attends internal events such as graduation ceremonies as well as external events.

7. Remuneration and expenses

- There is a non-pensionable honorarium of £20,000 per annum available to the Chair of Court.
- Reasonable travel and subsistence expenses are reimbursed subject to university financial regulations and HMRC rules.

Appointment process

The process is being led by the Vice-Chair of Court, Meg Lustman, and the remit of the Court Governance and Nominations Committee makes this body responsible for overseeing the process, with its membership duly modified for this task. In this role the Committee is known as the Chair Appointment Oversight Committee (CAOC).

1. Application

- Interested parties are invited to submit a CV and covering letter. They should explain why they feel they meet the criteria set out above and how they would be successful in the role. All candidates must complete and submit an Equality Monitoring Form.
- The closing date for applications is Monday 5th August 2024 at 9am. Applications should be uploaded at <https://candidates.perrettlaver.com/vacancies/>, quoting the reference 7395 or sent to Ellen Carter at ellen.carter@perrettlaver.com
- The CAOC will review all applications and determine which of them appear to meet the criteria for appointment. Those applicants so shortlisted will be invited for interview.

2. Interview

- Those applicants invited for interview will meet with the CAOC for an interview which will explore each candidate's qualities, attributes, and experience to determine whether they can demonstrate that they fulfil the criteria for the role.
- Interviews are expected to be held in early October 2024. Candidates required to attend the University in connection with their application will be eligible to reclaim all reasonable travel expenses incurred.
- Following this interview, the CAOC will reach a decision on whether the interviewed applicants have met the criteria for the role. Those who in its judgement meet the criteria will be declared candidates in an election.

3. Election

- The final stage of the process involves an online election between those short-listed individuals declared as candidates following interview. As prescribed in the HE Governance (Scotland) Act 2016, candidates must confirm their intention to stand in an election and there must be more than one candidate before an election will be held. The appointment can only be made following a contested election. The electorate comprises all students, staff and Court members of the University, and voting in the election will take place over a seven day period.
- Candidates will have the opportunity to set out an election message including a brief CV which will be distributed by the University to all electors, and candidates will also be expected to attend an open meeting with staff and students to address questions and set out how they will approach the role.
- The election is likely to take place in November 2024.
- The Alternative Vote System (AV) will be used to determine the winner of the election. The winning candidate will be appointed Chair of Court under the terms set out above and with a start date agreed by Court and the candidate and expected to be early Spring 2025.

Statement of primary responsibilities of Court 2023-24

Under the terms of the Glasgow Caledonian University Order of Council 2010 (as amended by the Glasgow Caledonian University Order of Council 2020), Court is the governing body of the University and, as such, is responsible for overseeing the management and administration of the whole of the revenue and property of the University. Court exercises general control over the University and all its affairs, purposes and functions, taking all final decisions on matters of fundamental concern to the University.

Specifically, Court's primary responsibilities are detailed as follows:

1. Staff and students

- To appoint the Principal and Vice-Chancellor of the University, including the term and conditions of such appointment, and to put in place suitable arrangements for the monitoring of their performance
- To appoint a Secretary to the University Court
- To ensure a safe working environment is provided for staff and students
- To make such provision as it thinks fit following consultation with the Senate, for the general welfare of its students

2. Financial responsibilities

- To ensure the solvency of the University and to safeguard its assets
- To ensure the preparation of, and to approve the University's annual accounts and reports
- To ensure the proper use of public funds awarded to the University and to ensure that the terms of the Financial Memorandum with the Funding Council are observed
- To approve the annual operating plans and budgets and to ensure that these reflect the University's strategic plan and strategic risk assessment
- To select suitable accounting policies and then apply them consistently
- To make judgements and estimates that are reasonable and prudent
- To state whether applicable UK Accounting Standards have been followed, and the Statement of Recommended Practice have been followed, subject to any material departures disclosed and explained in the financial statements
- To assess the group and the University's ability to continue as a going concern, disclosing, as applicable, matters related to going concern
- To use the going concern basis of accounting, unless the Court intends to liquidate the group or the University or to cease operations, or has no realistic alternative but to do so

3. Strategic responsibilities

- To approve the mission statement of the University and its strategic plan and to ensure that these articulate the University's goals and meet the interests of the stakeholders
- To approve all substantive policies of the University

4. Controls

- To ensure that the University operates in accordance with the University's Statutory Instruments as well as all applicable legislation
- To ensure that in all the University's policies, procedures and actions, the University complies with the requirements of the law relating to equal opportunities as a provider of education and as an employer
- To ensure that systems are in place for the assessment and management of risk
- To ensure the existence and integrity of financial control systems and to monitor these through the Audit Committee
- To ensure that appropriate arrangements are in place for the proper management of health and safety in respect of students, staff and other persons on University premises or affected by university operations

5. Monitoring performance and effectiveness

- To monitor the University's performance against its strategic plan and agreed key performance indicators
- To monitor and review the performance and effectiveness of the Court and its standing committees
- To ensure that the proceedings of Court are conducted in accordance with best practice in higher education corporate governance including the Scottish Code of Good HE Governance and with the principles of public life drawn up by the Committee on Standards in Public Life



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