

Repository of Good Practice in Scottish HE Governance

Institution	University of Aberdeen
Name of practice (up to 30 words)	University Annual Meeting for Alumni and Stakeholders
Description of practice (up to 300 words)	In response to the requirements of the Code to hold an annual stakeholder meeting, the University has approached this by extending its existing annual meeting for alumni, the General Council, to the public. The first such meeting was held in January 2019, which enabled it to focus on the University's Annual Report that had been published earlier that month. The format of the meeting included presentations from the Principal and Director of Finance on the University's performance, with members of Court also present. The General Council then held its formal meeting reserved for its membership.
Relevant section(s) and paragraph(s) of Code	Section 5: Effectiveness Paragraph 43 ("the Institution is expected to hold an annual stakeholder meeting in public , at which representatives of the governing body, including the Principal, are expected to give an account of the Institution's performance and should be available to answer questions")

Institution	University of Aberdeen
Name of practice (up to 30 words)	Process for Recruitment and Appointment of the Principal
Description of practice (up to 300 words)	<p>The Appointment Committee comprised representatives of the University Court from across its membership - independent, staff and student members) and was supported by executive search consultants in undertaking a global recruitment search in 2017/18.</p> <p>A consultation process was undertaken with a range of stakeholders around the key qualities, experience, skills and attributes required of the new Principal. Senior search consultants hosted open forum sessions, group discussions and 1:1 meetings on campus and also attended a Senate meeting. Those who were unable to participate in the on-campus activities were invited to submit written comments, nominations and/or suggestions for consideration in strictest confidence via a dedicated email address.</p> <p>The shortlisted candidates undertook a series of assessments, some of which were facilitated by expert advisers appointed by the search consultants, including :</p> <ul style="list-style-type: none"> • Psychometric assessment; • A media assessment; • Focus Group discussions with members of University staff and students (topics included Brexit, Global Partnerships & Internationalisation, Finance, Philanthropy and Professional & Support Services, Leadership, Management & Governance, Research, Teaching & The Digital University), • Individual discussions with members of University staff and students <p>Candidates were also required to deliver a presentation as part of their formal interview.</p>
Relevant section(s) and paragraph(s) of Code	Section 6: Key roles Paragraph 64 (“The governing body is expected to ensure that the appointment process for the Principal enables student, staff and trade union input to be taken into account”)

Institution	University of Aberdeen
Name of practice (up to 30 words)	Joint Audit Committee Development Event with Robert Gordon University (RGU) and North East Scotland College (NESCOL)
Description of practice (up to 300 words)	<p>On 9 January 2019, the University of Aberdeen (UoA) Audit Committee welcomed colleagues from RGU and NESCOL for a Joint Audit Committee Development event. This was a cross-sectoral networking opportunity, providing local impact as representatives from the Committees and senior management of the three regional Higher and Further Education institutions got together to compare perspectives on current issues.</p> <p>The event brought a nationally-respected speaker to North East Scotland: Mr Michael Moore, former Secretary of State for Scotland and Chartered Accountant with PwC, who shared his insights into Britain's Exit from the European Union and discussed with delegates how Colleges and Universities might best prepare for various scenarios.</p> <p>The meeting also considered Cyber (in-)Security, led by Mr Steven McIntosh, Regional Chief Information Security Officer with HEFESTIS Ltd, an expert on all aspects of Information Security (legal, compliance and best practice), in conjunction with the University of Aberdeen's Director of Digital and Information Services.</p> <p>Following an informal lunch, during which colleagues from all three institutions were able to continue discussion of the day's hot topics, delegates from UoA and RGU met to discuss and agree arrangements for the joint procurement of Internal Audit services, with effect from 1 August 2019.</p>
Relevant section(s) and paragraph(s) of Code	Section 7: Committees and Academic Board

Institution	Abertay University
Name of practice (up to 30 words)	A scheme to provide staff members with the opportunity to observe the proceeding of Court.
Description of practice (up to 300 words)	<p>Since 2016, the University Court has operated a scheme whereby up to two members of Senate (who are not already members of Court) and up to two members of staff can attend meetings of Court to observe the proceedings. A general invitation is sent to all staff and to Senate in advance of each Court meeting and up to four individuals who express interest are invited to attend, receiving all papers other than any reserved items.</p> <p>Observers are invited by the Secretary after the meeting to share their experience with the rest of the University staff community through the University's web-based social networking tool.</p> <p>Those individuals who have attended have reported finding it "<i>a valuable experience to see how it works</i>" and that "<i>It was interesting and from my point of view (as a new start) it was useful to see exactly how Court works</i>". Another observer reported that "<i>Every member seems really engaged and invested in the University and its students. I would recommend other colleagues to take the opportunity to observe</i>".</p> <p>This scheme is one of a number of ways by which Court has sought to promote open-ness and improve understanding of what Court is and what it does, and it has been well received overall. In particular, observers welcome the opportunity to be directly involved 'in the room', rather reading about Court's deliberations.</p>
Relevant section(s) and paragraph(s) of Code	Section 1: The Governing Body: Primary responsibilities Paragraph 2 ("Openness" principle)

Institution	University of Dundee
Name of practice (up to 30 words)	Remuneration Committee: Membership and Operation
Description of practice (up to 300 words)	<p>The University has taken steps to ensure meaningful consultation with staff and student stakeholder groups in relation to the remuneration of the University Executive Group.</p> <p>As a result of consultation with student members of the Court, representatives of campus unions, and Remuneration Committee members, the membership of the Remuneration Committee was expanded to include a student member of the Court and a staff member of the Court whose remuneration would not be considered by the Remuneration Committee. These additional members were identified through an open call for interest followed by a selection process led by the Governance & Nominations Committee, and the process was accelerated to enable the new members to participate in decisions relating to the remuneration of the new Principal (appointed July 2018). The new members have been fully engaged in all of the business of the Committee since the beginning of the academic year, with the revised composition adding to the quality and robustness of debate and the further development of remuneration processes.</p> <p>The process of developing a framework for meaningful consultation with staff and student stakeholder groups has since resumed with input from these stakeholders. The number of meetings of the Committee has also been increased to 3 meetings per year with one meeting per year to be devoted to the Continuing Professional Development of its members, and one devoted to strategic/policy matters. The former was considered to be important in ensuring that staff and students on the Committee with no previous expertise in remuneration were able to effectively contribute to the business of the Committee – a move which was strongly endorsed by the stakeholders during the consultation process.</p> <p>The Committee has also sought independent assessment regarding its work and current practice.</p>
Relevant section(s) and paragraph(s) of Code	<p>Section 7: Committees and Academic Board</p> <p>Paragraph 80 (“the remuneration committee is expected to seek the views of representatives of students and staff of the Institution, including representatives of recognised trade unions, in relation to the remuneration package of the Principal and the senior executive team”)</p>

Institution	University of Edinburgh
Name of practice (up to 30 words)	Meet the University Court
Description of practice (up to 300 words)	Since 2015, the University of Edinburgh has held an annual open 'Meet the University Court' event at which the Principal, Rector, Vice-Convener and University Secretary have given an overview of the University's performance, governance structures and the role of the University Court. The event includes a question and answer session and is followed by a free sandwich lunch where attendees have been able to continue the discussion with University Court members and senior staff. The event has been held at different venues across the University's campuses each year, giving an opportunity for wide range of staff and students to attend and has typically attracted around 100 attendees.
Relevant section(s) and paragraph(s) of Code	Section 5: Effectiveness Paragraph 43 ("the Institution is expected to hold an annual stakeholder meeting in public , at which representatives of the governing body, including the Principal, are expected to give an account of the Institution's performance and should be available to answer questions")

Institution	Glasgow Caledonian University
Name of practice (up to 30 words)	The Court operates a Lay Governor Link Scheme, linking lay governors with senior staff within different functional areas of the University to provide additional insight and perspective to Court discussions.
Description of practice (up to 300 words)	<p>The Lay Governor Link scheme is part of the GCU Court’s continuing work to understand and engage with the University community and ensure that its deliberations are well-informed. As a result of the scheme it is likely that at least one lay governor will have an in-depth understanding of any given item of Court business and/or its context to contribute to Court’s consideration of the matter.</p> <p>The key features of the scheme are as follows:</p> <ul style="list-style-type: none"> • Each lay governor is associated with a School or other academic unit or one or more professional services or functions. The association with any area is likely to be for no more than two to three years with rotation thereafter so that lay governors build a range of experience and contacts. • The governor’s role is to listen, learn about their area, keep up to date with developments, understand the ambitions and challenges and contribute fresh perspectives on the basis of their own experience and skills. The governor may become a valued sounding board for the relevant Executive and manager and there may even be features of mentoring. • The lay governor’s role is purely non-executive and will not stray into that of an executive or a senior manager. • The lay governor role is not to champion their area uncritically or to seek to privilege it over others. Rather it is to gain a good local understanding and contribute to Court with particularly well-informed views. Equally, the governor is in a position to promote understanding of Court’s role and responsibilities within the University community. • How the contact is further developed is very much up to the individual governor and the designated senior manager.
Relevant section(s) and paragraph(s) of Code	<p>Section 5: Effectiveness (“Opportunities for further development for all members should be provided regularly, in accordance with their individual needs and responsibilities.”)</p> <p>Section 6: Key roles (“The Chair must act so as to ... ensure the Institution is well connected with its stakeholders, including staff and students.”)</p>

Institution	Glasgow Caledonian University
Name of practice (up to 30 words)	Court Networking Event Series
Description of practice (up to 300 words)	<p>The Court has established a practice of hosting a series of Court networking events prior to each Court meeting. The format of these events is that the evening prior to each Court meeting, the University will host an event at which a high-profile, external guest speaker will be invited to deliver an address to an audience of Court members, Students' Association Sabbatical Officers, Executive Board members, senior Academic staff and others on a topical issue. Each event incorporates a Q&A session with the speaker, providing those in attendance with an opportunity to raise any matters relating to the topic under discussion. Discussions at the event are conducted under Chatham House Rules to encourage a free-flowing and wide-ranging discussion around the chosen topic.</p> <p>One of the key purposes of these events is to provide an opportunity for Court to receive valuable insights from important and influential voices from across the sector, Government and the private sector and to have the opportunity to raise any particular questions. Beyond providing an additional CPD-type activity for Court members, this practice also contributes to Court effectiveness by providing opportunities for interaction between Court members and senior academic and professional services staff members from across the University, thus improving the connectedness of different parts of the University community.</p>
Relevant section(s) and paragraph(s) of Code	<p>Section 5: Effectiveness ("Opportunities for further development for all members should be provided regularly, in accordance with their individual needs and responsibilities.")</p> <p>Section 6: Key roles ("The Chair must act so as to ... ensure the Institution is well connected with its stakeholders, including staff and students.")</p>

Institution	The Glasgow School of Art
Name of practice (up to 30 words)	Enhancement of GSA's Governance Arrangements
Description of practice (up to 300 words)	<p>As an enhancement to the institution's existing governance arrangements, in summer 2018 GSA's Board of Governors decided to constitute two new Board committees: The Interim and Urgent Business Committee (IUBC) and the Strategic Developments Committee (SDC). Both committees are held in abeyance until such time as they are required.</p> <p>The purpose of the IUBC is to consider and take decisions on exceptional or urgent business of any kind which would otherwise require Board approval between regularly scheduled meetings of the Board of Governors. It also provides a forum for liaison between the Board and the GSA executive on matters arising of exceptional, significant, or strategic importance to GSA between regularly scheduled meetings of the Board of Governors.</p> <p>The purpose of the Strategic Developments Committee is to provide a specific forum to consider and oversee relevant strategic developments, with the aim of ensuring that the Board and GSA's Senior Leadership Group are afforded sufficient capacity and scope to focus on GSA's core purpose and business.</p>
Relevant section(s) and paragraph(s) of Code	Section 1: The Governing Body: Primary responsibilities ("The governing body must take responsibility for ensuring the effective management of the Institution, planning the Institution's strategic direction and future development and advancing its mission. The governing body has ultimate responsibility for all the affairs of the Institution and must ensure that there are appropriate arrangements for financial management.")

Institution	Heriot-Watt University
Name of practice (up to 30 words)	Court Dinner Meetings
Description of practice (up to 300 words)	The University has adopted a regular schedule of informal Court Dinner Meetings which take place the day before regular meetings of the Court. These themed meetings, which take the form of a presentation, question and answer and informal discussion throughout the evening, are designed to inform Court members about topical issues of interest or importance to the University whether these be internal matters, or within the external policy environment. The topics are highly varied, providing an opportunity for the Court to be more thoroughly briefed than would otherwise be possible in the time available in regular meeting agendas. Speakers have been both internal and external to the University. While these are not decision-making meetings, they enable members to expand their knowledge of relevant topics, explore issues, share thoughts and contribute to the formulation of ideas and approaches to guide future decision-making. The value of those meetings in terms of governors' increased understanding of the issues and contribution to the debate have outweighed the resource implications in terms of time and costs.
Relevant section(s) and/or paragraph(s) of Code	Section 5: Effectiveness ("Opportunities for further development for all members should be provided regularly, in accordance with their individual needs and responsibilities.")

Institution	Heriot-Watt University
Name of practice (up to 30 words)	Court Strategy Days
Description of practice (up to 300 words)	Two of the Court’s meetings in the annual schedule take the form of Court Strategy Days. These whole day events, one of which includes a full review of the University’s performance against strategic performance indicators in the year, enable Court members to focus in more depth on strategic matters. Members of Court committees are invited to attend and to contribute to the discussions and there is also an opportunity for members to engage with key members of the University’s executive team, including Vice-Principals, Deputy Principals and Heads of Schools who are also invited. The outputs of these events are frequently formulated into action points. During 2018, Court Strategy Day time was used to help shape the Court’s input to the developing new Strategic Plan: Strategy 2025, while a joint strategy day event with the full membership of the Senate, facilitated joint input from those two bodies to shaping of the University’s Mission and Vision statements.
Relevant section(s) and paragraph(s) of Code	Section 5: Effectiveness Paragraph 51 (“The governing body is expected to reflect annually on the performance of the Institution as a whole in relation to its strategic plan, with reference to agreed KPIs.”) Section 6: Key roles Paragraph 61 (“The Principal is responsible for management of the Institution and for providing the governing body with advice on its strategic direction.”)

Institution	Heriot-Watt University
Name of practice (up to 30 words)	Review of Court meeting papers
Description of practice (up to 300 words)	The Court established a short-life working group to review the quality and content of Court meeting papers with a view to making these more efficient and impactful. The Court member representatives on the Group were given the opportunity, referring to real-life examples, to suggest improvements, including methods of reporting which would better support Court members to discharge their responsibilities more effectively. A wide range of recommendations and action points emerged from this review with agreement that the subject of the effectiveness of Court papers should be revisited periodically. This has led to agreement for changed practices which amongst other things: reduce the amount of physical paper distributed; introduce summarised information for quick reference while making more detailed information available; and make effective use of IT.
Relevant section(s) and paragraph(s) of Code	Section 6: Key roles Paragraph 69 (“The Secretary is expected to ensure that papers are supplied to members in a timely manner and contain such information, in such form and of such quality, as is appropriate to enable the governing body to discharge its duties efficiently and effectively.”)

Institution	Robert Gordon University
Name of practice (up to 30 words)	The Board ensures that it acts in a self-reflective manner by having <i>in camera</i> sessions at the end of each Board meeting, where only Governors are present, all members of the executive and the Secretary and Clerk leave the meeting.
Description of practice (up to 300 words)	<p><i>In camera</i> sessions are scheduled at the end of each Board meeting. The Executive and Secretary/Clerk are asked to leave the meeting so that the Board can have a full and frank discussion without university management present. These allow all members of the governing body to openly reflect on what has been presented in the Board meeting including raising any issue/ expressing views relating to the institutional management without the presence of the Executive Officers. This session is confidential and discussions do not form part of the minutes. The Chair provides relevant feedback to the Principal following these sessions.</p> <p>These <i>in camera</i> sessions provides an additional mechanism for ensuring that all governors, especially staff and student governors, feel able to raise matters without a sense of conflict. It further ensures that the presence of key officers of the executive at meetings does not unduly influence the business of the governing body.</p>
Relevant section(s) and paragraph(s) of Code	<p>Section 5: Effectiveness</p> <p>Paragraph 47 (“Decisions of the governing body must be made only by its members, acting collectively.”)</p> <p>Paragraph 48 (“The Chair must ensure that the distinct roles for executive officers and members of the governing body are maintained and respected. The Chair and the Principal should discuss and reach a clear understanding of the extent and nature of executive officers’ involvement in meetings, including which parts of the meeting each individual should attend.”)</p>

Institution	Robert Gordon University
Name of practice (up to 30 words)	Ensuring the Board understands and values the academic imperatives of the University via a programme of visits to all parts of the institution, in addition to engagement with Academic Council.
Description of practice (up to 300 words)	<p>The Board annually carries out three visits to specific parts of the University as determined by considering the academic priorities of the university and contemporary issues within the sector. Recent visits have included visiting specific academic schools and visiting Student Life, to focus on the work being done to support mental health and student resilience.</p> <p>These visits supplement the induction and other training of Governors by ensuring that they have regular opportunities to meet with a range of staff within the institution and to experience the student facilities within the university. Appropriate School/ Departmental members/ officers of Academic Council will be involved in each visit.</p> <p>By enhancing their knowledge of the work of schools and departments contributes to the effectiveness of the Governing Body, and develops a higher level of mutual understanding between the Board of Governors and the Academic Council.</p>
Relevant section(s) and paragraph(s) of Code	<p>Section 5: Effectiveness (“Opportunities for further development for all members should be provided regularly, in accordance with their individual needs and responsibilities.”)</p> <p>Section 7: Committees and Academic Board Paragraph 83 (“The Institution is expected to have appropriate measures in place to clarify the different responsibilities of the governing body and the academic board and to encourage a high level of mutual understanding between them.”)</p>

Institution	SRUC
Name of practice (up to 30 words)	To enhance internal consultation in addition to ensuring that adequate systems/practices exist for consultation with representative bodies.
Description of practice (up to 300 words)	SRUC has a diverse and geographically spread range of campuses. The SRUC Board undertakes a planned series of visits to a number of campuses or facilities during the year to give members the opportunity to gain direct understanding of the operations undertaken at these sites and to interact directly with staff and students. Although formal Board or Committee meetings may take place at different campuses during the year, these visits are separate to and independent of the Board Meeting calendar. Their purpose is to enhance Board knowledge and to permit better direct interaction with members. This initiative also addresses a recommendation on strengthening staff/student engagement which was made following an external governance effectiveness review carried out late in 2017.
Relevant section(s) and paragraph(s) of Code	Section 1: The Governing Body: Primary responsibilities Paragraph 5 ("The governing body should satisfy itself that the Institution has adequate systems and practices for informing and consulting with stakeholders' representative bodies, including recognised trade unions and student associations, in relation to the on-going development of the Institution and any significant proposals regarding relevant institutional policies. The governing body should also satisfy itself that the Institution has in place appropriate arrangements for engaging with the public and the wider communities which it serves.")

Institution	SRUC
Name of practice (up to 30 words)	Effective circulation of governing body papers.
Description of practice (up to 300 words)	Papers for Board Meetings and Committee meetings are issued at least one week in advance. The work involved in collating, organising and issuing packs which are often substantial, is considerable. In order to make the process more efficient, SRUC uses a software package which allows individual papers to be collated into a single meeting package and then be issued electronically to Board Members in a secure virtual environment. The system permits members to access the papers via a secure website or iPad app. The implementation of this software has significantly reduced the amount of paper used and the amount of time required to issue papers. This system also allows for quick and efficient last minute updates to papers. Access to material held in the system is easily controlled and adaptable.
Relevant section(s) and paragraph(s) of Code	Section 5: Effectiveness Paragraph 45 (“The agenda of governing body meetings and supporting papers are expected to be circulated sufficiently in advance to allow for effective scrutiny of proposals”)

Institution	University of St Andrews
Name of practice (up to 30 words)	Informal Pre-Court Dinners
Description of practice (up to 300 words)	Before each meeting of the University Court, an informal dinner is held. With Court members coming from across the UK (and, in the case of the Rector, overseas), this provides an opportunity to network and build relationships in a way that is not possible given the constraints of a formal meeting. Over dinner one or two subjects of particular interest are discussed, to allow Court members to deepen their understanding of issues of strategic importance, and to inform the debates that will take place at the following day's meeting. The dinners are not minuted, and decisions are not taken, so Court members are free to express their views without being held to account. Feedback during the last efficiency review of Court indicated that the introduction of these dinners was considered key to creating a more productive, collegial and constructive approach to Court meetings.
Relevant section(s) and paragraph(s) of Code	Section 1: The Governing Body: Primary responsibilities Section 5: Effectiveness ("Opportunities for further development for all members should be provided regularly, in accordance with their individual needs and responsibilities...")

Institution	University of St Andrews
Name of practice (up to 30 words)	Opportunities for Non-Executive members to meet with University staff in advance of Court meetings
Description of practice (up to 300 words)	Before each Court meeting, the Academic Assessors and the Non-Academic Staff Assessor organise open meetings for staff members across the University to meet with non-executive members of Court. This provides a regular and informal opportunity for Court non-executives to engage directly with staff across the institution, and hear their views on key issues. It raises the profile of Court and broadens awareness of the University's governance structures, and enables non-Executive members to be better informed about the concerns and priorities of members of the University with whom they would be unlikely otherwise to come into contact.
Relevant section(s) and paragraph(s) of Code	Section 5: Effectiveness ("Opportunities for further development for all members should be provided regularly, in accordance with their individual needs and responsibilities.") Section 6: Key roles ("The Chair must act so as to ... ensure the Institution is well connected with its stakeholders, including staff and students.")

Institution	University of Strathclyde
Name of practice (up to 30 words)	Review of Effectiveness, Annual Workshop and Departmental visits for Audit & Risk Committee.
Description of practice (up to 300 words)	<p>The Audit & Risk Committee reviews its effectiveness (most commonly through a questionnaire) and terms of reference annually. Changes are made to practice and/or terms of reference, as appropriate, following this exercise. In tandem with this, the Committee also holds an Annual Workshop which is an opportunity for members to receive briefings on areas of risk, input from the External Auditors on topics of current relevance and to collectively consider development needs. Members also visit two Departments within the University during the year to discuss with staff the opportunities, challenges and key risks facing these Departments. These departmental visits are not attended by Senior Officers so that Members and staff can converse freely. The visits regularly receive very positive feedback from Committee members.</p> <p>Taken together, these arrangements have been recognised as best practice in the report of our external reviewer of effectiveness in governance.</p>
Relevant section(s) and paragraph(s) of Code	<p>Section 5: Effectiveness Paragraph 49 (“The governing body is expected to review its own effectiveness each year and to undertake an externally facilitated evaluation of its own effectiveness and that of its committees, including size and composition of membership, at least every five years”.)</p> <p>Section 7: Committees and Academic Board Paragraph 76 (“The governing body must appoint an audit committee and set up internal and external audit arrangements”)</p>

Institution	University of Strathclyde
Name of practice (up to 30 words)	Initial one-year term for co-opted lay members of Court, with subsequent four-year extensions
Description of practice (up to 300 words)	<p>For co-opted lay members of Court, the University's Statutes currently allow for an initial term of 'up to three years', plus a possible two extensions of three years each. In recent years, it has been practice to offer an initial one-year term to all co-opted members of Court or Court committees, with possible extensions up to a maximum of nine years. The one-year initial term gives both Court and the individual member the opportunity to verify over the course of one year that the appointment is a good fit, before committing to a longer term of office. While careful recruitment ensures that the opportunity to withdraw after one year is rarely used, this gives reassurance to both parties and provides for a natural early review point. In addition, it remains policy for the Convener of Court to have an annual 1 to 1 private session with each lay member to review their ongoing contribution to Court.</p> <p>This needs to be balanced with longer-term retention of valued members. To this end, Court is, as a result of a wider review of governance arrangements, changing the standard term of office to four years instead of three, resulting in a '1+4+4' system. These new arrangements bring the sought-after balance of initial flexibility and longer-term commitment and do so by creating a more coherent internal structure of the existing nine-year maximum total length of service, which is also the maximum recommended in the Code. The effects of these new terms of office will be monitored as part of regular Court effectiveness reviews.</p>
Relevant section(s) and paragraph(s) of Code	<p>Section 2: The Governing Body: Membership Paragraph 19 ("Lay members who are appointed by the governing body must be appointed for a given term, which may be renewable, subject to satisfactory performance.")</p>

Institution	University of the West of Scotland
Name of practice (up to 30 words)	Governor Development
Description of practice (up to 300 words)	<p>New members of Court are invited to attend induction sessions on the following topics during their first year as a governor. As well as providing induction, all continuing members of Court are invited to attend these sessions as part of ongoing CPOD and refresher activity. These sessions are offered throughout the academic year and not all at the point of coming into the role.</p> <ul style="list-style-type: none"> • Statutory Context and the role of member of Court • Finance and Strategic Planning • Academic Life, Academic Quality and the Student Experience • Legal Responsibilities and Equality and Diversity • Research and Enterprise and non-EU Recruitment. <p>Additional sessions can be organised to suit individual requirements. In addition, a strategic discussion and presentation item is included at each meeting of Court.</p>
Relevant section(s) and paragraph(s) of Code	<p>Section 5: Effectiveness (“Opportunities for further development for all members should be provided regularly, in accordance with their individual needs and responsibilities.”)</p> <p>Paragraph 38 (“Each new member should have a programme of induction covering both general aspects of the role and matters specific to the particular Institution”.)</p>

Institution	University of the West of Scotland
Name of practice (up to 30 words)	Observers
Description of practice (up to 300 words)	<p>Staff and students of the University are invited to attend meetings of Court as observers.</p> <p>Members of Court are invited to attend meetings of Senate as observers.</p> <p>Feedback has been very positive that these opportunities enhance the understanding of the work of the Court / the understanding of Court members of the academic work of the University.</p>
Relevant section(s) and paragraph(s) of Code	<p>Section 1: The Governing Body: Primary responsibilities Paragraph 2 (“Openness” principle)</p> <p>Section 7: Committees and Academic Board Paragraph 83 (“The Institution is expected to have appropriate measures in place to clarify the different responsibilities of the governing body and the academic board and to encourage a high level of mutual understanding between them.”)</p>