

MINUTES OF UNIVERSITY COURT
2 May 2019

Present: Ronnie Cleland (Vice Convener, presiding), Principal Professor Sir Jim McDonald, Vice-Principal Professor Scott MacGregor, Kerry Alexander, Dr Jeremy Beeton, Dr Archie Bethel, Amanda Corrigan, Matt Crilly, Titi Farukuoye, Paula Galloway, Dr Kathy Hamilton, Gillian Hastings, Councillor Ruairi Kelly, Susan Kelly, Dr Neil McGarvey, Dr Katherine Mitchell, Dr Jane Morgan, Marion Venman, Malcolm Roughead, Heather Stenhouse, Brenda Wyllie.

Attending: Professor Tim Bedford, Professor Douglas Brodie, Hugh Darby, Sandra Heidinger, Professor David Hillier, Dr Veena O'Halloran, Rona Smith, Professor Iain Stewart, Dr Daniel Wedgwood, Professor Elisa Morgera (item 4), Professor Roma Maguire (item 6), Emma Fair (item 7), Lynne O'Hare (item 8).

Apologies: Dame Sue Bruce, Alison Culpan, Gillian Pallis

Welcome and apologies

The Vice Convener presided at the meeting in the Convener's absence. He welcomed Court members and attendees to the meeting and noted the apologies received.

1. Minutes of the meeting held on 7 March 2019

Court **approved** the minutes of the meeting held on 7 March 2019, subject to the correction of minor typographical errors.

2. Matters arising

There were no matters arising.

3. Principal's Report

The Principal informed members of key activities and developments since the March meeting:

UK exit from the EU

While the overall nature of the UK's expected withdrawal from the EU remained unclear, a degree of uncertainty had been removed for Scottish higher education by the Scottish Government's announcement of guaranteed 'home student' fees status for students from the rest of the EU entering higher education in the academic year 2020-21, for the duration of their studies.

CESAER

The next Presidency and Board meetings were being planned for mid-June in Glasgow and would consider critical EU Commission activity and progress against the current CESAER work plan. Visiting members would be given the opportunity to visit relevant facilities at Strathclyde, further enhancing the benefits of the CESAER presidency for the University's international reputation.

USSA Elections

The Students' Association elections had been completed, establishing the office-bearers for the next academic year. The Principal congratulated Matt Crilly on his re-election to the role of USSA President and

noted that additional continuity was provided by the re-election of Eyram Selasie Ahadzie to Vice President Education and John Ehizogie Agbonrofo to Vice President Welfare.

Government and SFC engagement

The Minister for Further Education, Higher Education and Science, Richard Lochhead MSP, had visited the campus on 13 March to learn more about the Glasgow City Innovation District and the TIC Zone, as well as the University's Widening Access activity and developments in relation to Graduate Apprenticeships. As part of the visit, the Minister had met a number of students from Widening Access backgrounds.

The UK Government Minister for Scotland and Northern Ireland, Lord Ian Duncan of Springbank, had visited the University on 26 April to find out about the work of Professor Bob Kalin and his team to help Malawi achieve the Sustainable Development Goal of clean water and sanitation.

On 30 April Jamie Hepburn MSP had visited the Strathclyde spinout company ClinSpec Dx, which was developing a pioneering new blood test for the early detection of brain tumours. The company had recently been awarded Strathclyde Innovation of the Year, having previously won four major national awards.

Industry engagement

Engage with Strathclyde week was in progress. More than 60 events were taking place, spanning the University's subject areas and bringing valuable engagement with large numbers of stakeholders. The Principal commended the organising team from RKES and encouraged Court members to visit the *Images of Research* exhibition which was open throughout the week.

The Advanced Forming Research Centre (AFRC) was welcoming two new Tier One partners. The partnerships would bring multiple new academic posts to the University while facilitating collaborative work that would develop innovative manufacturing technologies. One of these new partners, Spirit AeroSystems, would be one of the first companies to run projects out of the Lightweight Manufacturing Centre, which was to become the first part of the new National Manufacturing Institute for Scotland (NMIS). The development of NMIS was progressing ahead of its business plan.

Strathclyde Sport official opening

On 29 March, Dame Katherine Grainger had officially opened the new Sports Centre and had commented on the very high quality of the facilities. Since opening for business in the last year, the new facility had proved extremely popular with students and staff alike, and had attracted partnerships with Netball Scotland, the governing body for netball, and the Glasgow Warriors rugby team.

Enhancement-led Institutional Review (ELIR)

The University had received notification that it had received the highest possible rating from the ELIR Review panel ('Effective'). The draft Outcome Report confirmed that Strathclyde had effective arrangements for managing academic standards and the student learning experience. Alongside a small set of recommendations, the report included seven specific commendations to support the positive overall judgement. The Principal offered his thanks and congratulations to all involved in the ELIR process.

UK policy issues

The Augar Review of Post-18 Education in England had not yet reported. Therefore, while it could be expected to have some indirect impact on Scotland, the precise nature and extent of this was not yet known.

A cross-party amendment to the Immigration Bill had been tabled, with the support of Jo Johnson MP, former UK Minister for Universities and Science, seeking to re-introduce a post-study work visa scheme. This appeared to have significant levels of cross-party support in parliament.

Pensions

The process to complete a new valuation of the USS pension scheme was continuing at national level. Proposals for a contingent contributions element had been developed by the sector and a response from the USS trustee was awaited. Strathclyde's input to this process had been consistent and informed by the institutional values. A timely resolution at this stage would be necessary to allow any reduction in the steep increases in employer and employee contributions that otherwise would follow from the 2017 valuation.

League Tables

The Complete University Guide ranking had been published the day before the meeting. Strathclyde had moved up one place overall to 39th in the UK. The University was ranked in 32 subject tables, and appeared in the top 10 of 17 of these, including 1st place in Pharmacy & Pharmacology.

Strathclyde had also appeared in the first Times Higher Education University 'Impact' ranking, which was based on performance relating to the UN's Sustainable Development Goals. Strathclyde performed well, ranking 50th overall in the world. Strathclyde had been one of 26 UK universities to supply data for inclusion in the new ranking.

Research news

Professor Keith Mathieson, Chair of the Institute of Photonics, had been awarded the Chair in Emerging Technologies from the Royal Academy of Engineering. This would bring in around £2.6M in funding over 10 years. Professor Mathieson would use the funding to explore neurotechnologies to treat brain disorders, dementia and sight loss.

Principal's staff engagement sessions

The Principal was due to deliver the final few engagement sessions over the coming weeks. By the end of the programme, 40 meetings would have been held across the University. The sessions had proved extremely valuable. A summary of outcomes would be created, to be shared with staff. This would be complemented by a values survey, which was to open at the end of May.

SFC final funding allocations

The final allocations were expected to be released within a month. There were no indications that these would diverge significantly from the indicative allocations.

Health, Safety & Wellbeing

The Principal invited the University Secretary & Compliance Officer (USCO) to provide a summary of Health, Safety & Wellbeing issues. The USCO noted the following:

- Contingency planning had been initiated following a recent power surge to minimise the impact on University assets and sensitive research materials;
- Measures had been taken to address an increase in the number of members of the public gaining unauthorised access to University and USSA buildings;
- the establishment of a 'smoke-free zone' between the Curran Building and Strathclyde Sport was in development and would be taken forward by SACSOh; and
- The Executive Team continued to champion health, safety and wellbeing. Institutional commitment would be further strengthened through the forthcoming discussion at Leadership Group on roles and responsibilities.

The Vice Convener thanked the Principal for his report and invited questions. The following points were raised in subsequent discussion:

- The success of the staff engagement sessions was evidence of a culture of trust and open communication. It was noted that this followed from good practice and engagement over a long period.
- The higher education sector had common cause with many industrial sectors on the benefits of a post-study work visa scheme. The University had regular engagement with the CBI and other relevant organisations on this theme and would seek other suitable opportunities to influence relevant policy discussions, both individually and with others. It was noted that student representatives were also aligned with the University in this area – both USSA and the NUS supported the introduction of a post-study work visa – and wished to continue to work with the University to influence national policy.
- Members observed that there had been reports in the UK press regarding alleged cultures of bullying within some universities. The Director of HR noted that such allegations were rare at Strathclyde and any issues that arose were dealt with swiftly and appropriately.
- In terms of broader political engagement, the University's leadership was keenly aware of the need to avoid any impression of promoting partisan political positions and very sensitive to this, while recognising the value to the institution and the sector of engagement with political figures. Direct engagement enabled politicians and others to understand the full extent of the University's capabilities and contributions to the economy and society.

4. Presentation: Professor Elisa Morgera, One Ocean Hub

Professor Morgera delivered a presentation on the One Ocean Hub, a project led by Strathclyde, involving 35 partner organisations and funded by the UKRI Global Challenges Research Fund, aiming to integrate law, science and policy to help balance multiple ocean uses with conservation.

The Vice Convener thanked Professor Morgera and commended the project's scope and ambition. Subsequent questions and discussion focused on:

- how to create buy-in from politicians in different parts of world, bearing in mind their potentially conflicting priorities;
- possibilities for engaging schools in relevant work focused on ocean conservation, potentially building on work already carried out by the University and in Glasgow schools;
- how to evaluate and learn from different parts of the project, including passing learning from interdisciplinary scholars back to individual disciplines.

Court members were invited to contact Professor Morgera should they wish to know more about the project. It was noted that Court would welcome an update on the outcomes of the One Ocean Hub in the future.

5. Budget Setting: context and process

The Acting Chief Financial Officer (CFO) presented this item, which gave Court an overview of the budget-setting process.

The operating environment for UK higher education contained many uncertainties, including the effects of exit from the EU and the outcomes of the Augar review and their implications. The University of Strathclyde was prudently positioned in terms of key measures of sustainability, such as levels of borrowing and liquidity.

Forward planning would need to take account of significant known cost pressures, notably including pensions costs and staff pay alongside capital investments and investments in staff, alongside contingencies for strategic investments.

Members observed that figures presented suggested the operating environment and overall sector position in Scotland was more challenging than in the rest of the UK. It was noted that this reinforced the importance of Strathclyde's strategic aim of growing non-SFC income. The relative strength of Strathclyde's position in the context of the Scottish sector meant that the University could pursue ambitious growth targets. The University's current debt gearing was low in comparison to its benchmark group, demonstrating headroom to take on further borrowing, as and when judged appropriate to support additional investments.

Court **noted** the presentation.

6. Presentation: Health & Care Institute

The Associate Principal, Research & Knowledge Exchange and Professor Roma Maguire presented Court with an overview of plans for a Health & Care Institute. This was not to be a new academic unit, but rather a structure for co-ordinating and building on the rich existing work being carried out in health and care, or with the potential to contribute to these fields, at Strathclyde. The creation of a single focal point for the many strands of relevant work would enable the development of more strategic relationships with the NHS and other health and care providers.

The Institute's teaching, research and KE activities would be centred on meeting the needs of the health and care sectors, at a time of significant challenges and opportunity, through development of systems and individuals. Strathclyde would develop a distinctive offer that would be complementary to the work of medical schools and Royal Colleges, in line with Strathclyde's mission and specific capabilities as a technological university. The Institute was due to be launched formally in the summer of 2019.

Members noted that artificial intelligence (AI) was likely to bring significant disruption to the health and care sectors in the coming years. Strathclyde was well placed to contribute in this context, since AI-driven change

would bring a need for new skills among the workforce of these sectors, while accelerating the pace of technological change. The growing importance of data analytics was also noted.

Court **noted** the presentation.

7. USSA Financial Statements 2017-18

The President of USSA and USSA's Head of Finance & Central Services presented the Students' Association financial statements for the year to July 2018.

The accounts showed an improvement on the previous year, with a surplus in excess of budget and a strong cash position at year end. A revised reserves target had been adopted.

The future relocation of the Students' Union into the Learning & Teaching Building was expected to improve commercial opportunities, with significantly greater footfall, upgraded facilities and improved visibility on campus. Planning for the move was well underway; a catering strategy was being developed and the design of relevant spaces in the building was in progress.

It was noted that the USSA had recently won University Students' Association of the Year at the NUS Scotland Awards.

8. Net Shape Manufacturing Research Centre

[Reserved Item]

9. Corporate Risk Register

The USCO presented the top risks and mitigating actions from the risk register.

Members noted that discussion at Audit & Risk Committee had been particularly helpful in clarifying the balance of risks and mitigations around the UK's anticipated exit from the EU, leading to restoration of the 'high' rating, in recognition of the level of risk in the external context.

It was noted that mitigation of some staff-related risks might follow from a communications strategy. This could be included in the presentation on communications that was scheduled for a subsequent Court meeting. It was also noted that the University now has an internal communications officer, whose appointment should help in dealing with relevant risks.

Court **approved** the top risks and mitigating actions.

10. Amendments to Ordinances and Regulations

The USCO presented the proposed amendments to Ordinances and Regulations, the purposes of which were to update and rationalise the list of Senior Officers and to make changes to Remuneration Committee membership, in relation to the position of Vice Convener.

Court **approved** the proposed amendments.

Items for information

Committee Reports

Court received and **noted** the following committee reports, except where otherwise indicated:

11. Senate

Court **approved** amendments to Ordinances to effect the following, as recommended by Senate:

- Recognising the category of KE staff, for the purposes of Senate membership;
- Relaxing a currently inflexible constraint on Staff appointment committees, regarding involvement in appointing one's successor;
- Allowing the withdrawal of the title of Emeritus Professor;
- Updating descriptions of posthumous and aegrotat awards and reference to University guidelines (under development) on these.

12. Executive Team

13. Court Business Group

14. Court Membership Group

It was noted that the process for recruiting two new lay members is progressing to schedule, with a shortlist decided by CMG.

15. Audit & Risk Committee

16. Enterprise & Investment Committee

17. Estates Committee

18. Staff Committee

19. AOB

There was no other business.

Date of next meeting

Tuesday 18 June 2019, 14.30-17.00. To be followed by the Annual Court Dinner, from 18.30.

Daniel Wedgwood, May 2019

UNIVERSITY COURT
NOTE OF STRATEGY SESSION AND STAKEHOLDER MEETING
2 May 2019

STRATEGY SESSION

Welcome

The Vice Convener briefly introduced the Strategy Session, welcoming members and attendees.

1. Vision 2025: update

The Principal delivered a presentation on progress since the November 2018 Court Strategy Session. Key points included the following:

- The Chancellor's Fellows scheme and Global Talent Attraction Programme were continuing to attract a wide range of high calibre applicants. More than 40 new hires had been made through these schemes since November. There had also been growth in Professional Services staff numbers.
- The University's focus on values remained very strong and was becoming an attractor for talent.
- Research income growth was strong in comparison with the Scottish sector.
- Knowledge Exchange income had grown rapidly, already reaching the 2020 target. The provision of CPD was a major contributor to this.
- Research postgraduate (PGR) recruitment continued to be challenging. This partly reflected the high employability of Strathclyde students, with undergraduate and masters students less likely to take up postgraduate research study if they had attractive job offers upon graduation. Nonetheless, given the strategic importance, the University would maintain the PGR target and seek innovative ways to increase numbers towards this.
- The international profile of staff had been maintained in an increasingly competitive market.

2. Online and Work Based Learning

Dr Debra Willison (Vice Dean Academic, Faculty of Science) presented an outline of Strathclyde Online Learning. The University's current online offering spanned all four Faculties and included undergraduate and Master-level degree programmes, Massive Open Online Courses (MOOCs), Graduate Apprenticeships and Degree Apprenticeships.

In addition, the University was developing an online module that would be available to all undergraduates, which was structured around the UN Sustainable Development Goals. This would introduce students to key questions in sustainability and also to cross-disciplinary education and research. Delivering this elective module online allowed for much greater capacity and impact.

Subsequent discussion centred on Strathclyde's selling points within the market for online learning. While many other providers had re-used existing material to create online learning, Strathclyde had developed bespoke online programmes with stand-alone elements which had potential for wider use. Strathclyde was aiming to become a leading provider in the UK. Members also discussed the potential for the University to benefit from the apprenticeship levy system in England, given that the University's online provision could be delivered to employers in England, including through Degree Apprenticeships.

3. International Strategic Partners

The Executive Dean of Strathclyde Business School presented an outline of the University's International Strategic Partners (ISPs), including the motivations for and historical development of the ISP model, the approach taken to create such partnerships, and plans for their future development. ISPs contributed to the University's goals in multiple ways, including increased research citations, grant capture and other revenue generation, and enhancements to the student experience, as well as overall reputational benefits. A systematic approach to partnerships was enabling the University to capitalise fully on new connections as and when they arose.

Next steps in this area would include increasing capacity to support the ISPs, enhancement of marketing through them, the creation of individual ISP strategies and further systemisation of delivery.

Court members commended the progress made in this area in recent years. Discussion centred on the possibility of applying similar models to non-academic partners. While the ISP model was specifically aimed at academic partnerships, the University had recently created a dedicated resource to engage with industrial partners and draw maximum benefit from these partnerships. It was noted that the UK industrial strategy provided significant new context for such work.

4. Glasgow City Innovation District

The Chief Commercial Officer (CCO) presented an overview of plans for the development of the Glasgow City Innovation District (GCID), focusing particularly on the TIC zone with the planned TIC2 building. The development of the business case and the proposed mixed funding package were outlined, along with next steps in the design and approval of the project. The outline business case for the TIC2 building would be presented to the next Court meeting.

The expansion and development of the GCID would create value via the interaction of diverse organisations with the University and with each other, as had been demonstrated in the use of the TIC. Among other users, four Innovation Centres now had a presence in the TIC zone. The TIC and Inovo buildings were operating at capacity.

Court noted the presentation. Asked to identify the highest risks associated with the project, the CCO noted the relative complexity of the funding model, but also observed that the project contained a variety of selling points for the key partners.

STAKEHOLDER MEETING

Present

Court members: Ronnie Cleland (Vice Convener), Professor Sir Jim McDonald (Principal), Professor Scott MacGregor (Vice Principal), Amanda Corrigan, Matt Crilly, Gillian Hastings, Marion Venman

Executive Team members: Dr Veena O'Halloran (University Secretary & Compliance Officer), Professor Tim Bedford, Professor Douglas Brodie, Hugh Darby, Adrian Gillespie, Sandra Heidinger, Professor David Hillier, Professor Atilla Incecik, Professor Iain Stewart, Rona Smith

Other attendees comprised members of the USSA Executive, other students and staff of the University and external stakeholders. The total number of participants and attendees was 81.

Welcome

The Vice Convener of Court welcomed attendees to the first annual stakeholder meeting of the University of Strathclyde, on behalf of the Convener, who was unable to attend. He noted that the meeting was being held as part of 'Engage with Strathclyde' week, which provided multiple ways for stakeholders to interact with the University. He then briefly outlined the role of the University Court and its membership.

Overview of the University and review of institutional performance

The Principal presented the University's history as the place of useful learning, its values, mission and key objectives, outlining recent achievements and strategic goals for the future. The presentation was warmly received by the audience, following which stakeholders were invited to ask questions.

Question and answer session

Attendees asked questions on the following topics:

- **Spin out companies** The Principal outlined the University's significant activity in creating and supporting spin-out companies, highlighting examples of successful enterprises. He explained how any revenue that the University yielded from spin-outs at market exit was re-invested to support new generations of entrepreneurs from within the University.
- **Gender balance in leadership roles** The Principal noted that this was a challenge that existed for the University but also in wider society and stressed the importance of addressing this challenge. Noting that women made up a clear majority of the University Court's membership, he outlined some initiatives at the University aimed at improving representation of women in senior academic and management roles, including a number of distinctive HR policies and participation in the Athena SWAN and Aurora schemes.

Close

The Vice Convener thanked all attendees and closed the meeting.

Daniel Wedgwood, May 2019