

MINUTES OF UNIVERSITY COURT
29 November 2018

Present: Dame Sue Bruce (Convener), Kerry Alexander, Dr Jeremy Beeton, Dr Archie Bethel, Ronnie Cleland, Amanda Corrigan, Matt Crilly, Alison Culpan, Titi Farukuoye, Paula Galloway, Dr Kathy Hamilton, Gillian Hastings, Susan Kelly, Dr Katharine Mitchell, Dr Jane Morgan, Professor Scott MacGregor, Professor Sir Jim McDonald, Dr Neil McGarvey, Gillian Pallis, Heather Stenhouse

Attending: Professor Tim Bedford, Professor Douglas Brodie, Professor Sara Carter, Hugh Darby, Dr Veena O'Halloran, Sandra Heidinger, Professor David Hillier, Professor Atilla Incecik, Kirsty MacLeod (for item 6), Rona Smith, Professor Iain Stewart, Dr Daniel Wedgwood

Apologies: Malcolm Roughead, Marion Venman, Brenda Wyllie, Councillor David McDonald

Welcome and apologies

[Reserved]

The Convener welcomed Court members and attendees to the meeting.

No interests were declared.

1. Minutes

Court **approved** the minutes of the meeting held on 4 October 2018, subject to one minor correction: on page 2, reference to an event on the topic of the UK's withdrawal from the EU should note that the event had been organised by the City of Glasgow Council.

2. Matters arising

Fellowship of the University: As agreed by Court on 4 October 2018, this exceptional honour had been bestowed at the 5 November graduation ceremony upon Sir William Lithgow, first Honorary President of the University of Strathclyde Students' Association and former member of the University Court (1963-69).

3. Principal's Report

The Principal informed members of the following key developments since the October 2018 meeting:

Departmental visits: The Principal had begun a programme of engagement visits to different academic and professional services departments of the University and looked forward to undertaking further engagements over coming months.

CESAER

The Principal had hosted the CESAER Annual General Assembly in Bucharest, reviewing progress over the first 10 months of his presidency of this association of leading science and technology focused institutions. This activity continued to strengthen the University's reputation and was contributing to efforts to deepen international connections in the context of the UK's planned withdrawal from the EU, for both the University and Scotland.

UK Government Autumn statement

The Chancellor of the Exchequer had set out the UK Government's Autumn Statement on 29 October. There had been a strong focus on innovation. The Scottish Government's 2019-20 budget announcement would follow on Wednesday 12 December.

Government engagement

The First Minister had visited the University on 14 November to give a keynote speech at a human rights conference at the Technology & Innovation Centre (TIC). Among those present were Maree Todd MSP, Minister for Children and Young People, and Paul Wheelhouse MSP, Minister for Energy, Connectivity and the Islands. The event had come about as three Strathclyde professors are members of the First Minister's Advisory Group on Human Rights Leadership.

Richard Lochhead MSP, the new Minister for Further Education, Higher Education and Science had visited USSA on 11 October as part of a tour of student associations. Work was in hand to arrange an opportunity for him to visit the University.

The Principal had also met with Philip Rycroft, Permanent Secretary at the UK Government Department for Exiting the European Union.

Scottish Funding Council (SFC) engagement

The Principal had recently had a constructive meeting with the Chair of SFC, Dr Mike Cantlay OBE, who had also visited the Advanced Forming Research Centre.

In support of preparations for REF2021, the Principal had met Dr Stuart Fancey, Director of Research at SFC, to discuss a range of topics, including SFC's plans for research funding following the REF.

The new CEO of the SFC had been announced on 27 November. Karen Watt, a graduate of St Andrews and Edinburgh Napier universities, had a background in the Scottish Government, where she was currently serving as Director of External Affairs, with previous roles including Principal Private Secretary to the First Minister and CEO of the Scottish Housing Regulator. She would join SFC on 14 January. The Principal and Court wished her well in her new role.

Graduations

Graduation ceremonies had taken place at the beginning of November. The Principal thanked Court members for taking time to attend the ceremonies. Graduands had been joined by some inspiring honorary graduates, including

- Dr Jack Perry CBE, former Deputy Convener of the Court and Treasurer of the University of Strathclyde (Doctor of the University);
- Hugh Hall, Principal of Fife College and former Chief Operating Officer of the University of Strathclyde (Doctor of the University);
- Modesta Kanjaye, Director of Water Resources in the Ministry of Agriculture, Irrigation and Water Development of the Government of Malawi (Doctor of Science);
- Arunima Sinha, former India national volleyball player and the first female amputee to climb Mount Everest (Doctor of the University);
- Debi Gliori, author and illustrator (Doctor of Literature);
- Professor Sheila Rowan, Professor of Physics and Astronomy at the University of Glasgow and Chief Scientific Advisor to the Scottish Government (Doctor of Science);
- Professor Sir Pete Downes, former Principal and Vice-Chancellor of the University of Dundee;
- Stewart Saunders MBE, former Managing Director of Manweb (Doctor of the University); and
- Professor Max Lu, President and Vice-Chancellor of the University of Surrey (Doctor of the University).

A celebration of innovation

In the same week as graduations, the University had hosted a Celebration of Innovation evening in the TIC, to showcase innovative projects and launch a brochure focused on people and projects helping to make progress towards the UN Sustainable Development Goals, copies of which were made available for Court members.

Enhancement-Led Institutional Review (ELIR)

The University's ELIR reflective analysis had been submitted to QAA Scotland on 16 November, ahead of part one of the ELIR assessment on 31 January. The Principal thanked the Convener and Marion Venman for providing helpful comments on the draft.

UKVI visit

The University Secretary & Compliance Officer updated Court on the outcomes of the UKVI student audit. The official report had been received on 16 November. This report was positive, and the University's Tier 4 licence had been renewed for another year. UKVI would return to undertake a separate staff audit.

USS developments

In October, Court had been advised that the UUK/UCU Joint Expert Panel (JEP) had published its initial report, whose recommendations were welcomed by the university. Applying the recommendations would result in an increase in employer contributions from 18% to 20.1%, alongside an increase in employee contributions from 8% to 9.1%, while maintaining essentially the same member benefits.

Since then, UUK had completed an employer consultation on these recommendations. This had a good response rate and showed a clear majority of employers in favour of the recommendations.

The USS Trustee had not formally responded to the JEP proposals. However, USS had indicated a willingness to work with all parties and to pursue a new valuation taking into account changes up to March 2018 and in the light of the JEP recommendations. If effected in good time, this would prevent application of any cost-sharing contributions increases beyond the levels envisaged by the JEP. In the meantime, USS was obliged to complete the original 2017 valuation and pursue the default cost-sharing process. In the absence of a new valuation, pursued at sufficient pace, this would produce steep contributions increases.

The Director of HR had kept all staff informed by email about developments regarding USS, including sharing the university's response to the consultation on the JEP recommendations. The Principal and the Director of HR emphasised that current developments were constructive but swift and sustained progress would be essential.

Awards news

The University had won two awards at the Herald Diversity Awards on 11 October:

- TransEDU was awarded the Diversity Through Education Award.
- Breaking Barriers, an access programme between the Business School, Scottish Power and ENABLE Scotland, was named winner of the Youth Employment Award. The Principal noted the historical aptness of this collaboration, the charity that was to become ENABLE Scotland having been established by the University's first Principal, Sir Sam Curran.

On 15 November, at the Scottish Apprenticeship Awards in Perth:

- the first-ever Graduate Apprentice Rising Star Award was presented to Justyna Dabrowska, a second year in the Graduate Apprenticeship in Engineering: Design and Manufacture; and
- the Modern Apprenticeship of the Year (SCQF level 5) Award went to Robert McLatchie of Scottish Leather Group, who was now studying at Strathclyde in the Graduate Apprenticeship in Engineering Design and Manufacture.

Medicines Manufacturing Innovation Centre (MMIC)

Dr Dave Tudor had been appointed Managing Director of the MMIC, the collaboration between CPI, Strathclyde, GSK and AstraZeneca. Dr Tudor was previously Head of Manufacturing Strategy for GSK. The Principal welcomed the appointment, which he believed would make an important contribution to the future success of MMIC.

4. Health, Safety & Wellbeing Moment

The University Secretary & Compliance Officer noted the following significant developments:

- A new ramp had been installed in the Barony Hall, greatly improving disabled access at graduations. The ramp was removable, in order to comply with requirements relating to the building's listed status.
- Work was progressing towards creation of a new online risk assessment facility.
- Investigations had been carried out in relation to glazing failures on campus, in particular in the James Weir Building, Stenhouse Wing and TIC. Investigators had concluded that the breakages were caused by nickel sulphide inclusions in the glass, a known issue with certain kinds of glass panel. The Executive Team had received two reports on this issue and a number of actions had been agreed to prevent or mitigate any further failures. The University had been engaging with the wider UK higher education sector to improve understanding of the problem and to share best practice in addressing it.
- The University was continuing to work with Glasgow City Council on relevant health and safety and wellbeing issues, with current discussions centred on slip hazards on Montrose Street and possible pedestrianisation of parts of the campus.

5. Strathclyde Global Talent Programme

The Director of Human Resources presented an outline of Strathclyde's Annual Strategic Recruitment approach, comprising the Chancellor's Fellows scheme and the Global Talent Attraction Platform (GTAP), including an overview of the strategic context, ongoing recruitment and the diversity profile of applicants and appointees, with examples of previous appointees who have come to the university through the two schemes.

The Convener welcomed the presentation and noted the benefits of Strathclyde's innovative approach to recruitment. Court noted that there was a gender imbalance in applications, particularly for senior roles through GTAP, and discussed ways to encourage more applications from women. The Director of Human Resources highlighted efforts made to review the language used in adverts, and to reconsider essential and desirable criteria, in the context of evidence of the ways in which men and women, statistically, tend to consider their suitability for a post. The impact of these previous efforts to adapt advertising with gender balance in mind would be revisited.

Court noted the importance of Strathclyde's global reputation in attracting high quality candidates to these recruitment schemes, who would themselves, in turn, help to strengthen that reputation. Court suggested the use of existing fellows and GTAP appointees in marketing the schemes further. The University's values, and adherence to them, were identified as key to attracting and retaining talent. Court discussed levels of staff turnover in the University, noting that some turnover is desirable in any organisation, and was informed that current turnover is below the sector average and considered to be at a healthy level.

6. Financial Statements 2017/18

The Acting Chief Financial Officer (CFO) presented the draft Financial Statements 2017/18, noting positive year-end results. Notable results included the following:

- Income had grown despite continuing constraints in public expenditure, total income standing above £300 million for the first time.
- The proportion of income received through Scottish Funding Council (SFC) grants had continued to fall, highlighting the strategic importance of future growth in unregulated income.
- Tuition fee income had grown well (by 5.6%), in part attributable to a rise in demand for taught postgraduate courses coinciding with the Scottish Government having introduced new loan-funding arrangements for students.
- Research income had grown strongly, including visible benefits of industry engagement in the form of increased research income from UK industry.
- Staff costs had risen significantly, partly due to pensions cost increases and other external factors, but also as a result of strategic investments in staff and re-structuring.
- Depreciation and interest costs had risen as part of an anticipated upward trajectory resulting from major estates investments.

- From comparative data, the University's external auditors had confirmed that Strathclyde's debt burden was well within the acceptable range, in terms of risk, for a UK higher education institution of its size and profile.

The Convener invited the Treasurer and the Convener of the Audit & Risk Committee (ARC) to comment. Both welcomed the positive results and commended the quality of the accounts.

The Convener of ARC noted that rising pensions costs had been a focus of discussion for that committee. Court noted that the environment was likely to remain challenging for pension funds, including the USS scheme. These challenges were systemic and not specific to the University.

The nature of European Investment Bank (EIB) loans was discussed. Court was informed that the University's EIB loan is a Sterling loan and therefore carries no exchange rate risk. The UK's withdrawal from the EU would not impact on existing EIB loans, but could affect access to future borrowing.

Members considered the possible effects at sector level of the downward trajectory of Scottish Funding Council (SFC) funding, as a proportion of overall university funding. It was noted that the sector and the SFC maintained regular dialogue on possible responses to a challenging funding environment and that it would be important to maintain a constructive and collaborative approach. Strathclyde's distinctive qualities and position in the sector had put it on a strong and sustainable footing and it would be vital to maintain this.

Court **approved** the draft Financial Statements for 2017/18.

The Convener thanked the Acting CFO, the Deputy Director of Finance and all who had been involved in preparing the Financial Statements.

7. Q1 Business Report 2018/19

The Acting CFO and the Director of Strategy & Policy introduced the Q1 Business Report for 2018/19. Members noted the following key messages:

- Forecast total income was **[Reserved]** million lower than budget and operating outturn forecast a surplus **[Reserved]** million lower than the budget surplus. This position was not unusual at Q1, and there remained nine months in which to bring the outturn back into line with budget, with a number of actions having been discussed by the Executive Team.
- In response to a request from the Executive Team for more data on the 'pipeline' for student recruitment, new information had been added on student applications and offers. Data that would allow a multi-year comparison would become available in Q2. Equivalent 'pipeline' data on research grant applications and awards was also now included in the Business Report.
- While on-going research postgraduate (PGR) recruitment was expected to produce in-year growth, the PGR population was flagged as being short of the target, following lower than targeted intakes in recent years.
- Recruitment of students in widening access groups showed continued growth, exceeding targets.

Discussion focused on PGR recruitment. Referring back to the discussion under item 6, members noted the importance for PGR recruitment of continually enhancing the University's global reputation and fostering national and international networks, just as in the case of staff recruitment. It was suggested that more opportunities be sought for students and alumni to promote the University internationally.

Court **noted** the report.

8. Strategic Plan 2015-2020: year-end progress report 2017/18

The Director of Strategy & Policy introduced the year four progress report on the 16 KPIs contained within the University's Strategic Plan. Members welcomed the report and the good progress that had been achieved against a range of measures, noting that the majority of KPIs were 'on track' or ahead of relevant milestones.

Court discussed potential future changes to the KPIs to reflect a changing environment and the University's ambitions beyond 2020. It was noted that the core set of KPIs was likely to remain relevant for the foreseeable future, but suggestions of any additional indicators of relevance to Court would be welcome. The University maintained other sub-KPIs within more detailed policy portfolios.

Members discussed the potential impacts of development of new concentrated degree structures which were to be introduced in England. It was noted that the strength of demand for such courses was unclear and the University would monitor developments. There was evidence that the student experience was a stronger driver of choice for many students than the cost or duration of courses.

9. Outcome Agreement 2017-2020: Draft Annex 2019/20

The Director of Strategy & Policy presented an early, working-draft outline of the 2019/20 Supplementary Annex to the University's Outcome Agreement for 2017-2020. This was intended to address additional requirements set out in the SFC's most recent guidance, whilst maintaining and supporting the University's overall strategic objectives.

Members noted that the University was in a strong position to be able to address the additional requirements and that the Annex would be developed further ahead of the submission of a 'well-developed' draft to the SFC by the required deadline of 10 December 2018. Court members would get an opportunity to review the full submission again in March, ahead of the final submission deadline.

10. The UK's exit from the European Union

The University Secretary and Compliance Officer (USCO) introduced this paper which provided Court with a high-level update on key issues and risks presented by the UK's planned exit from the EU, with mitigating actions, while noting that in many areas specific actions could only be taken once the outcomes of the exit negotiations and future relationship outline were clearer. This was a priority area for the Executive Team and subject to a great deal of activity both within the University and at national level.

In line with issues raised at Audit & Risk Committee and Court Business Group, key Departments and Centres had been approached to gain a better understanding of any supply issues that might arise in the case of a 'no deal' withdrawal from the EU. In this scenario, the Executive Team would put in place a Business Continuity group.

Members discussed whether the University or the higher education sector planned to take a position publicly on possible outcomes of the EU withdrawal process. Court was informed that both the University and the Scottish sector had adopted a position of neutrality while making clear what was required under any scenario to support universities' continued success. In this respect, the University's leadership had worked very actively to influence decision-makers.

Members discussed whether withdrawal from the EU and associated uncertainty might impact on universities' access to finance. Court was informed that providers of finance continued to show strong interest in working with University.

The Principal noted that the University would offer to pay the application fee for members of staff of EU nationalities applying for settled status.

11. Policy@Strathclyde

The Executive Deans of HaSS and SBS presented an outline of the Policy@Strathclyde initiative. This would build on the intent behind the International Public Policy Institute, while taking a new approach that would better integrate with the Strathclyde 2025 vision. Existing Business School infrastructure would be leveraged, allowing greater penetration into, and a tailored offering for, different world markets.

The Principal highlighted the strategic importance of Policy@Strathclyde, noting in particular its potential to stimulate greater levels of collaboration and to help channel the outcomes of academic work into public policy arenas.

Court discussed the intended benefits of the initiative, which included increased impact through research and knowledge exchange, new Masters courses, new joint working with international partners, degree apprenticeships and a significant CPD offering both to the Scottish public sector and internationally.

As part of the continuing development of Policy@Strathclyde, the strategic targets of contributing centres would be revisited and aggregated and the additional value of the initiative defined in more detail. Members noted that many members of academic staff outside of the relevant centres had significant policy expertise and their involvement with Policy@Strathclyde could be expected to increase as the initiative developed and communications were rolled out. This would help to align Policy@Strathclyde with the University's strategic theme of 'Society and Policy' and amplify its contribution.

Items for formal approval

12. Convener's Actions

There were no actions to report since the last meeting.

13. Corporate Risk Register

The University Secretary and Compliance Officer outlined recent changes to the risk register. Court **approved** the register.

14. Annual Statement on Research Integrity

The Associate Principal, Research & Knowledge Exchange outlined the purpose and importance of the University's Annual Statement on Research Integrity for 2017/18, which Court **approved**.

15. Governance Act 2016: Implementation update

The University Secretary and Compliance Officer outlined a series of proposed changes to the University's governing instruments which would contribute to achieving full compliance with the Higher Education Governance (Scotland) Act 2016. Court **approved** all of the proposed changes:

- amendment of Ordinances 2.1.2 and 2.1.5 to reflect the statutory functions of the Senior Lay Member (SLM);
- amendment of Standing Order 3 to refer to extension rather than re-appointment, reflecting the wording of the Act;
- establishing terms of office for the Senior Lay Member, such that the initial appointment is for two years, with the possibility, at Court's discretion, of extension to a total of five years as the norm and an exceptional second extension of three more years;
- delegation to Remuneration Committee of the process for determining the level of remuneration for the Senior Lay Member;
- designation of Court Membership Group as the committee to whom Court would delegate the process of recruiting candidates for the Senior Lay Member position;
- amending statute 2.8 to clarify that the 75% stated is of the Court Members present and voting, excluding the member under consideration;
- introduction of an appeal process, based on the current staff appeals process, to allow the person who is the subject of the resolution to seek a review in order to have the resolution reconsidered; and
- amendment of Statute 2.8 and Ordinance 4.5.3 to include reference to the appeals process.

Items for information

16. Prevent Strategy: Annual Report and update

Court **noted** the annual update on the implementation of the Prevent requirements under the Counter Terrorism Security Act (2015) and action taken by the University to ensure continued compliance.

Committee Reports

Court received and **noted** the following committee reports:

17. Senate

Having approved the Annual Statement on Research Integrity under item 14, Court **noted** other key matters discussed by the University Senate at its meeting on 14 November 2018.

18. Executive Team

Court **noted** the key matters discussed by the Executive Team at its recent meetings.

19. Court Business Group

Court **noted** and welcomed the Court Business Group's advance consideration and scrutiny of the Court agenda and its substantive items on 19 November 2018.

20. Court Membership Group

Court **noted** the report of the Court Membership Group (CMG) meeting on 19 November 2018.

In addition, Court **approved** the following recommendations from CMG:

- re-appointment of Jeremy Beeton, Archie Bethel and Marion Venman to Court, each for a final term of two years;
- appointment of Kathy Hamilton to the vacant staff member position on Court Membership Group for a period commensurate with her current term of office on Court; and
- appointment of Amanda Corrigan to the vacant staff member position on Court Business Group for a period commensurate with her current term of office on Court.

The Convener offered thanks to these members of Court for agreeing to serve in the respective roles.

21. Audit & Risk Committee (including the Audit & Risk Committee's Annual Report to Court)

In addition to approval of Financial Statements under item 6, the Court **approved** the recommendation made by the Audit & Risk Committee that Ernst & Young LLP be retained as the University's External Auditors for the audit of the 2018/19 Financial Statements.

22. Enterprise & Investment Committee

Court **noted** the items discussed by the Enterprise & Investment Committee at its recent meetings on 7 September and 5 November 2018.

23. Staff Committee

Court **noted** the items discussed by the Staff Committee at its recent meeting on 13 November 2018.

24. Estates Committee

Court **noted** the items discussed by the Estates Committee at its recent meeting on 25 October 2018.

25. AOB

There was no other relevant business.

Date of next meeting

- Thursday, 7 March 2019

**UNIVERSITY COURT – NOTE OF STRATEGY SESSION
29 - 30 November 2018**

Thursday 29 November

26. Opening Remarks

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

27. Reflections on performance 2017-18 and horizons viewpoint: The road to 2025

The Principal and Vice-Principal delivered presentations on the University's Vision 2025, tracking progress through the different strategic horizons of recent years and towards the targeted achievements for future horizons.

28. Guest speakers

2025 vignettes

Court members and attendees were shown a series of short videos illustrating the envisioned experiences of students, staff and industrial partners as and when the University's goals for 2025 are achieved.

Homeward Bound Leadership Scheme participants – Dr Katherine Duncan (SIPBS), Kirsty Robb (SIPBS) and Dr Jana Schniete (Physics)

The three speakers gave an overview of their experiences to date as Strathclyde's participants in Homeward Bound, an international programme which supports women with scientific backgrounds to develop their leadership capabilities, forge new collaborations and engage in work that contributes to global sustainability. The presentation covered the context of women's representation in science in addition to the nature of the programme and noted connections between the ethos of Homeward Bound and Strathclyde's values.

Friday 30 November

29. Introduction and welcome

The Convener welcomed Court members and attendees to the second day of the Strategy Session.

Vision 2025 presentations

30. Vision 2025: Strathclyde Business School

31. Vision 2025: Faculty of Engineering

32. Vision 2025: Faculty of Science

33. Vision 2025: Faculty of Humanities and Social Sciences

34. Vision 2025: Professional Services

The Executive Deans, the University Secretary & Compliance Officer, the Acting Chief Financial Officer and the Chief Commercial Officer all delivered presentations on the achievements targeted in their respective areas of responsibility for 2025 and the strategy for reaching these goals.

Subsequent discussion centred on the high levels of student and staff recruitment required to meet the targeted growth in activity and income and the physical infrastructure and wider resource required to accommodate this growth. Given the level of ambition embodied in Vision 2025, and complex external environment, there would inevitably be challenges. However, an ongoing programme of investment had provided the platform from which to fulfil this ambition and current performance supported the projections to 2025.

35. Breakout Sessions

Court members and attendees split into small groups, each discussing a different aspect of the strategy towards 2025.

36. Breakout Sessions roundup

Members of each breakout group presented summaries of their respective groups' discussions and suggestions that emerged from them.

Outstanding student experience

- Achieving targeted growth in student numbers and internationalisation would bring a more diverse student population, better aligned with that of competitors. Alongside many positives, this would bring challenges, among which would be a likely need for additional English language support and investment in support services.
- A creative approach to taught postgraduate (PGT) provision could help to differentiate Strathclyde from competitor institutions in key areas. Specific suggestions included new ways of integrating work experience or work-based learning into PGT courses, potentially with expanded course durations to accommodate this – accompanied by specific marketing of this differential strength.
- Innovative approaches to learning and teaching such as Vertically Integrated Projects and Horizontally Integrated Projects would continue to make an important contribution to the University's unique offer.
- Alongside consideration of academic and major infrastructure enhancements, there should be a focus on 'bread-and-butter' issues affecting students; i.e. the convenience, comfort and quality of fundamental underpinning facilities and services on campus.

Internationally-leading research

- Support for grant writing and internal assessment of proposals continues to be crucial. Aligned with our values of being people centered and collaborative, every researcher should have the support of internal peer review when writing proposals. Moreover, enhancement of this proposal review provision should be enhanced across the institution.
- We need to look at the balance between central and distributed support for grant proposal development, ensuring that we are able to provide staff across all parts of the university with targeted support available elsewhere.
- Connectedness and visibility on a global stage would be essential to achieving targeted growth in research excellence. There might be scope to develop a dedicated initiative to this end, bringing together various forms of relevant activity and support ('Strathclyde Connects'), with a particular emphasis on visiting Early Career Researchers, which could facilitate the attraction of key (external) talent to the University, advance collaboration with existing Strathclyde staff, and potentially encourage visiting scholars to seek to return in permanent roles.
- Consideration might be given to a cohort approach to fellowship applicants, targeted at future research leaders, and ensuring that the appropriate time is taken to develop the vision for a future research leaders programme, which would facilitate enhanced institutional readiness for externally funded fellowships, and the creation of a talent pipeline of Strathclyde applicants.

World-leading innovation and impact

- The University's strength in these areas was evident, but traditional sector metrics do not capture this.
- Outputs from, and impact of, the Glasgow City Innovation District would be quantitatively measured and might provide a model for wider measurement of innovation activity.
- Existing work in the Fraser of Allender Institute could provide the basis for measuring economic impact of various University activities, with potential for wider application beyond the University.
- The University should showcase its successes more, projecting its world-leading status, economic and societal impact and aspirations.
- Support for entrepreneurial activity and deepening of entrepreneurial networks would be crucial to future success.

Global engagement

- Looking to 2025, differentiation from global competitors would be vital. Strathclyde's strong industry engagement provided a crucial platform, offering ways in which every student and staff member can benefit.
- Strategy would need to be driven by data and evidence, enabling the University's leadership to identify gaps in engagement and opportunities for improvement.

- Sources of evidence would include feedback from international strategic partners, noting that the most effective partnerships are those built on reciprocal esteem and enhancement of reputation to both partners.
- A more strategic approach to academic staff sabbaticals and exchanges, with funding attached, could contribute significantly to international engagement and the building of new targeted partnerships.

Operational excellence

- Closer integration of professional services and academic staff, and the infrastructure supporting both, would enable more shared focus on strategic goals and allow both to concentrate on value-adding activity.
- By 2021/22 it should be clear whether the University on track to achieve its 2025 Vision. Operational Excellence will ensure the flexibility to change direction at key staging points such as this, if it is in our strategic interest to do so.
- Operational excellence should be measured, with baselines and, where possible, benchmarking.
- A culture of trust and a collaborative approach are important in encouraging the necessary continuous improvement to practices and infrastructure.
- The importance of 'institutional memory' should be borne in mind in designing systems and processes: sustained operational excellence requires resilience in the face of changes of personnel.
- The University's ambitious growth targets were intended to deliver a significant increase in student and staff numbers, bringing challenges for both physical and systems infrastructure.
- Operational excellence presupposes appropriate levels of consistency and transparency. Consideration should be given to how to achieve this consistency across academic and professional services departments, to the benefit of staff and the student experience. This does not entail identical practices throughout the University, but recognisable principles and standards, to achieve consistency of outcomes for a given set of inputs.

37. Conclusions

The Principal and the Convener brought the Strategy Session to a close.

The Principal thanked Court members and attendees for their close engagement and active participation in discussions, noting the importance of Court's ownership and stewardship of the University's strategy, which would inform the next stage of decision-making and investment.

The Convener noted that in her experience of recent Court strategy sessions she had observed clear progression in the institution's current journey. She commended the strength and vision of the University's leadership team, the positive and productive environment created within the institution and the clear sense that the University's values were at the centre of its activity, noting that these things were interconnected. She added that the three Homeward Bound participants had provided an inspiring illustration of Strathclyde values and of the talent and vision that would drive the University forward to new levels of success.

DW, 06 December 2018