

Council and Executive Board Awayday

30 March 2021 at 09.30

Microsoft Teams

MINUTES

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Members:	Chair – External member	Mr Michael Queen
	Joint Vice-Chair – External member	Mr Vib Baxi
	Joint Vice-Chair - External member	Ms Rachel Hubbard
	Treasurer - External member	Mr Robert Napier
	President & Vice-Chancellor	Prof Max Lu
	Pro-Vice-Chancellor, Education	Prof Osama Khan
	Pro-Vice-Chancellor, Research & Innovation	Prof David Sampson
	Chief Operating Officer	Mr Andy Chalklin
	Vice President, External Engagement	Mr Patrick Degg
	President, Students' Union	Ms Lizzie Rodulson
	Member elected by Senate	Prof Esat Alpay
	Member elected by Senate	Prof Amelia Hadfield
	External member	Mr Elliot Antrobus-Holder
	External member	Ms Judith Eden
	External member	Mr Charlie Geffen
	External member	Dr Mike Goodfellow
	External member	Ms Pam Jestico
	External member	Mr Nigel Jones
	External member	Mr Peter Maskell
	External member	Ms Pam Powell
	External member	Ms Jan Sawkins
	Vice-President - Strategy, Planning & Performance	Ms Martine Carter
	Chief People Officer	Mr Will Davies
	Chief Student Officer	Ms Lucy Evans
	Chief Financial Officer	Mr Phil Grainge
	Pro-Vice-Chancellor & Executive Dean FASS	Prof Graham Miller
	Pro-Vice-Chancellor & Executive Dean FEPS	Prof Paul Smith
	Pro-Vice-Chancellor & Executive Dean FHMS	Prof Paul Townsend

In attendance: Ms Ros Allen, Head of Governance Services
Ms Sarah Litchfield, University Secretary & Legal Counsel

A INTRODUCTORY ITEMS

21/026 Preliminaries

- .1 There were no apologies.
- .2 It was noted that from now on, each Council meeting would start with a brief introduction from a Council member. Elliot Antrobus-Holder introduced himself, giving an overview of his work in the pharmaceutical industry over the past year.

21/027 Declarations of conflicts of interest

- .1 None

B ITEMS FOR DISCUSSION

21/028 University Strategy

- .1 The Chair thanked all for coming and introduced the meeting, noting that it was particularly important to get the Strategy right in these challenging times. It was noted that the session was an opportunity for Council to further contribute to the development of the Strategy which would then come to the May meeting for approval.
- .2 The Vice-Chancellor introduced the draft Strategy, outlining the strategic goals and the Surrey Ambition.
- 3 The Vice-President Strategy, Planning & Performance gave a presentation covering the process to date to develop the Strategy and the next steps. Council noted the current position of the University, before noting the drivers for change and the University priorities and objectives. The implementation plan and 12 workstreams were noted, recognising that these workstreams were at different levels of advancement. Finally, the projected impact on KPIs was noted and a draft 'elevator pitch'.
- .4 The following areas were discussed in more detail:
- .4.1 To what extent the Strategy was specific to Surrey. It was noted that the Strategy felt authentic to Surrey, building on our strengths including our ability to take students with strong, but not necessarily exceptional, grades from all backgrounds and develop them into independent, critical thinking individuals that excel in the workplace. Similarly, the research focus on impact generating areas rather than pure blue skies thinking.
- .4.2 With respect to making innovation a mainstream activity, it was noted that the University already performed highly in this area, providing a strong platform to build on.
- .4.3 With respect to staff, it was felt that by and large the University had the right staff in place, but they needed to be enabled to achieve against the Strategy. Cultural change would be required in some areas.
- .4.4 Activity had been stopped where it was not cost effective or did not contribute to the Strategy – for example, the closure of modules and stopping of capital projects.
- .5 There was discussion of whether the Strategic goals were ambitious enough, particularly RG&C income growth and the increase in Staff Engagement. The following points were noted with respect to these two areas:
- .5.1 The next few years were likely to be very challenging for research income as research funding was contracting; therefore, a modest growth was ambitious but realistic, noting a number of areas already outperform the norms for research income per FTE for their discipline. Additionally, not all world class research requires research funding, and therefore it is important to consider a variety of measures relating to research outputs as well as funding. Income expectations would be kept under review as the external conditions change.
- .5.2 Surrey's current staff engagement scores are higher than the sector norms, and given the forthcoming challenges regarding the pension scheme and the Change Programme this strategy will lead to, to maintain staff engagement at existing levels would be a good outcome.

21/029 Academic Size and Shape

- .1 The Pro-Vice-Chancellor and Executive Dean of FASS gave a presentation, outlining the project, its benefits and the process.
- .2 It was noted that the project aimed to increase academic staffing by 75 by the end of three years in a sustainable way. It was recognised that the recruitment of high-quality academic staff had become more challenging as Surrey slipped down the league tables.
- .3 With respect to the Teaching Fellows, it was noted they currently comprise c. 30% of the workforce and work is underway to review if this is the appropriate level across the University. These staff were not evenly spread through academic areas, due to the nature of the disciplines.
- .4 It was noted that the University appeared to have 10-25% more UG programmes than many of its competitors. However, this was largely due to programmes with the Foundation Year or the Professional Training Year being counted separately. Additionally, many programmes were just different pathways through existing modules and did not require additional resource. The real efficiency gain was in reducing the number of modules.

21/030 Professional Services Change Programme

- .1 The Chief Operating Officer gave a presentation highlighting the size of the Professional Services challenge and the work in progress to enable the Strategy and transform Professional Services.
- .2 The RAM model was recognized as transformative.
- .3 Investment would be required to deliver the programme and the Strategy. A top-level financial plan was being developed to this end and would be shared with Finance Committee.

21/031 Transnational opportunities and challenges

- .1 The Vice President, External Engagement gave a presentation providing an update on internationalisation and transnational education at Surrey.
- .2 The benefits of transnational education (TNE) were recognised. It was recognised that there were significant opportunities in TNE, but the financial and reputational risks needed to be evaluated [REDACTED]
- .3 The update on the Surrey International Institute at DUFE in China was noted. Council were pleased to note that, as a result of changes to the business model, SII-DUFE was on track [REDACTED]
- .4 [REDACTED]

21/032 Summary

- .1 The presenters were thanked for a thoughtful and inspiring session which had enabled Council to look more deeply at the challenges and opportunities.

C CLOSING ITEMS

21/033 Any Other Business

- .1 Noting that it was Jan Sawkins last Council meeting, the Chair took the opportunity to express Council's sincere thanks to her for her years on Council as well as other committees. She had kindly agreed to continue to chair the Vet School Advisory Board for the next two years.

21/034 Date of next meeting

11 May

**Mr Michael Queen
Chair**