



## **COUNCIL**

### **MINUTES AND ACTIONS – APPROVED**

13 April 2023

11am-4pm

Reed Hall, Woodbridge Dining Room

### **CONTENTS:**

Council Nominations Committee Meeting

#### **No:    Item:**

- 23.01       Chairs' Welcome and Declarations of Interest
- 23.02       Strategy 2030 Delivery Plan: Timeline, Sequencing and Initial Costings
- 23.03       First Break Out Group Discussion
- 23.04             Size and Shape: International Recruitment Targets and Student Growth Plans
- 23.05             Cost Efficiencies
- 23.06             Financial Investment in Strategy 2030
- 23.07       Second Break Out Group Discussion
- 23.08       Chair's closing remarks

### **Attendees:**

#### **MEMBERS PRESENT**

Quentin Woodley	Pro-Chancellor and Chair
Professor Lisa Roberts	Vice-Chancellor
Sir Richard Atkins	Pro-Chancellor
Jo Binding	Independent Member
Nicholas Cheffings	Independent Member
Shades Chaudhary	Professional Services Representative
Graham Cole	Independent Member
Professor Barrie Cooper	Senate Representative
Professor Alex Gerbasi	Senate Member
Andrew Greenway	Independent Member
Professor Janice Kay	Provost
Salam Katbi	Independent Member
Lily Margaroli	President, Exeter Students' Guild
Professor Sue Prince	Senate Representative
Professor Tim Quine	Deputy Vice-Chancellor (Education and Student Experience)
Alison Reed	Independent Member
Malcom Skingle	Independent Member
Glenn Woodcock	Independent Member

**SECRETARY**

Mike Shore-Nye

Registrar and Secretary

**MEMBERS APOLOGIES**

Sarah Buck

Pro-Chancellor

Lounette Dyer

Independent Member

Georgi Griškevičienė

President, Falmouth and Exeter Students' Union

Amoetsoe Mkwena

Independent Member

**STAFF IN ATTENDANCE**

Andrew Connolly

Chief Financial Officer (CFO) and Executive Divisional Director of Finance, Infrastructure and Commercial Services

Professor Richard Follett

Deputy Vice-Chancellor (Global Engagement)

Professor Rich Smith

Deputy Vice-Chancellor (Strategy and Resources)

Professor Stuart Brocklehurst

Deputy Vice-Chancellor (Business Engagement and Innovation)

Drs Astrid Wissenburg

Divisional Director of Research

Dr Michael Wykes

University Corporate Services, Divisional Director

Dr Jeremy Diaper

Assistant Director, Governance (minutes)

Nate Turner

Business Manager for the Deputy Vice-Chancellor (Strategy and Resources)

**ACTIONS:**

Reference	Action	Responsible	Deadline
3.4.3	that a finalised version of the Strategy 2030 Delivery Plan would be presented to Council in July 2023 to approve the prioritisation and sequencing of the major initiatives;	Lisa Roberts / Mike Shore-Nye / Rich Smith	06/07/2023
5.1.2	that the revised Global Strategy paper would be scheduled for Council consideration and approval, including an overview of the new international student recruitment strategy, market-specific implementation plans and priority actions.	Richard Follett	October 2023

**DECISIONS**

Reference	Agreed	Paper
2.8	The Strategy 2030 Delivery Plan would continue to be reviewed on annual basis and adapted to any changes in risk, opportunity or the external environment.	CNL/23/25
7.6	<a href="#">Closed Minute.</a>	CNL/23/25

## **1. Welcome and Declarations of Interest**

1.1 The Chair welcomed Council members to the Strategy 2030 Away Day and noted that apologies had been received from Sarah Buck, Lounette Dyer, Georgi Griškevičienė and Amoetsoe Mkwena;

## **2. Strategy 2030 Delivery Plan Presentation (delivered by the Vice-Chancellor)**

2.1 Strategy 2030 provided a clear purpose for the University, to use the power of our education and research to create a greener, healthier and fairer future and outlined 26 specific priorities across 5 core themes;

2.2 As previously highlighted at the recent Council Away Day in November 2022, the size and shape of the University needed to evolve to enable the delivery of these strategic priorities and achieve the overarching purpose, including: growth in STEMM areas, enhancement of interdisciplinary research power and a more international student body;

2.3 the 2030 Strategy Delivery Plan was focused on a series of major initiatives and projects to help achieve this change in size and shape. Council would be invited as part of the Strategy 2030 Away Day to reflect on the sequencing and funding of these initiatives along with the pace of delivery;

2.4 a number of leading UK universities ranked in the top 100 in the QS World University rankings had invested significantly in STEMM, internationalisation and research agendas, which had enabled them to enhance their global reputation and maintain their position as a global top 100 University;

2.5 that there was significant room to grow international fee income as the University's current international fee income as a percentage of total income was currently lower than peers;

2.6 that the University had invested in capital expenditure at a significantly lower rate than Russell Group peer institutions over the last three years and there was a risk that the staff and student experience would lag behind competitors without continued investment;

2.7 alongside cohort rebalancing and cost efficiencies, income diversification would be critical to addressing the significant inflationary and financial cost pressures facing the HE sector, which would be achieved through commercial activities and expanding educational delivery to include online programmes, executive education, CPD activities and degree apprenticeships. As part of the development of an enhanced digital capability, it would be important to develop a market-led portfolio of programmes focused on appropriate programmes with international market appeal;

## **Closed Minute**

**AGREED:** The Strategy 2030 Delivery Plan would continue to be reviewed on annual basis and adapted to any changes in risk, opportunity or the external environment.

### **3. Strategy 2030: Size and Shape Presentation** (delivered by the Deputy Vice-Chancellor, Strategy and Resources)

3.1 as detailed on slides 13-23, Council noted the major strategic initiatives that would be critical to the delivery of Strategy 2030, which were grouped according to Academic Initiatives, Enabling Initiatives, and Capital Initiatives and aligned against key strategic drivers.

#### **Closed Minute**

**AGREED:** that a finalised version of the Strategy 2030 Delivery Plan would be presented to Council in July 2023 to approve the prioritisation and sequencing of the major initiatives.

### **4. Break Out Discussions**

4.1 Council was invited to review and discuss the strategic context and drivers, proposed KPIs and targets set against delivery of Strategy 2030, and the financial risks associated with delivery of the major initiatives:

4.2 Following the breakout group discussions, the Chair of each breakout group was invited to present a summary of the responses to the key questions and other issues raised in the course of discussion.

#### **Closed Minute**

### **5. Presentation on International Student Recruitment Growth** (delivered by the Deputy Vice-Chancellor, Global Engagement)

5.1 as of 2021/22, there were currently c. 29,776 students enrolled at the University, with a mix of 75% Undergraduate and 25% Postgraduate students. Approximately 25% of the total student body in 2021/22 was international;

5.2 the proportion of FTE international students at the University of Exeter had significantly fallen behind the Russell Group and other research intensive universities across the sector over the last 15 years;

#### **Closed Minute**

**AGREED:** that the revised Global Strategy paper would be scheduled for Council consideration and approval, including an overview of new international student recruitment strategy, market-level implementation plans and priority actions.

### **6. Cost Efficiencies** (with presentations delivered by the Provost, Deputy Vice-Chancellor, Education and Student Experience, Director of Research and the Registrar and Secretary)

6.1 Council received a series of presentations outlining the work being undertaken in order to deliver continuous efficiencies to enable delivery of Strategy 2030.

#### **Closed Minute**

**7. Funding the Delivery of Strategy 2030 (presentation delivered by the Chief Financial Officer and Executive Divisional Director of Finance, Infrastructure and Commercial Services)**

7.1 the revenue investment needed to be funded within the University's operating surplus target or through cost efficiencies;

**Closed Minute**

7.2 that a strategic plan to develop innovation and commercial income would be developed by the Deputy Vice-Chancellor (Business Engagement and Innovation);

7.3 that an update on two emerging capital projects (Exeter Energy Network and Wind Turbines in Penryn) would be provided to Council in July 2023.

**Closed Minute**

**8. Break Out Discussions**

8.1 Council were invited to review and consider the international student plans, direction of travel on efficiency savings, the financial plans and pace of delivery;

8.2 Following the breakout group discussions, the Chair of each breakout group was invited to present a summary of the responses to the key questions and other issues raised in the course of discussion.

**Closed Minute**