

Council

Discussion Meeting

11 December 2012

Minutes

Present: Ms J Evans (Chair)
Mr A Bicknell
Mr M Draper
Professor A Gusterson
Ms K Horvers
Professor P Hughes
Dr A Kent
Mr D Kennedy
Professor P Kopelman
Mr C North
Mr M Owen
Mr M Stevens
Mr G Turner
Professor J Weinberg
Mr C Smallwood
Mrs C Wilson

In attendance: Mr M Bery, Chief Operating Officer
Mrs W Brewer, Joint Director of Human Resources
Ms S Bowen, Secretary/Academic Registrar
Ms S Trubshaw, Clerk to Council/Head of GLAS

Mr Nathan Eager, Vice-President, Students' Union
Mr Carl Davies, Facilitator
Dr Briony Fane, REF and Research Policies Manager
Dr Iain MacPhee, Clinical Director INTO Programme
Dr Tony Michael, Head of Graduate School
Ms Kate Shurety, Director of External Relations and Communications
Mr Tim White, Director of Strategic Planning

Apologies were received from: Ms Gemma Hobcraft, Ms Catherine Swarbrick and Professor Sir Nicholas Wright

47. Introduction

From the Chair

Reported:

That SGUL was mid way through its Strategic Plan for 2010-2015. During this period the external environment had changed dramatically particularly the funding landscape. SGUL needed to secure its financial future in order to ensure that SGUL was in a position to buffer changes, and also have the resources available to develop and grow in the future. The purpose of the discussions was to consider the competing priorities for limited resources, and agree the key areas of focus, bearing in mind the need to create greater financial security.


Carl Davies, Facilitator

Reported:

That it was hoped the meeting would help Council Members to understand the current position in more detail and the opportunities and threats associated with future developments, and help to advise the Executive on selecting priorities. It was not an attempt to re-write the Strategic Plan.

For the first part of the meeting Council Members were invited to circulate around the poster presentations, moving on to the next presentation at 15 minute intervals. There was a short presentation by the host, and Council members were invited to ask questions.

Poster Presentations




St George's, University of London's vision is to be a thriving medical and health sciences university, integrated with a London teaching hospital, locally, nationally and internationally recognised for

AN INNOVATIVE APPROACH TO ENTERPRISE AND COMMERCIALISATION.

Objective

Commercial strategy development.

To make full use of SGUL's assets to generate surpluses and provide investment for future growth and/or sustainability.



Issues


- % surplus low and dependency on INTO to achieve \cong 5% - is this enough?
- No HEFCE capital funding
- Research volume declining, not focussed
- Research quality \rightarrow HEFCE QR funding for 3* and 4* only

Potential Problems ?

- Capacity
- Good research space
- Market share
- Gearing
- Critical mass
- Student experience and expectation

Assets

- Staff
- Alumni
- Research Facilities
- CRF
- Space
- Brand
- Reserves \cong £20m
- NHS



OPPORTUNITIES

IP, Consultancy
Joint Ventures
Overseas – transnationals, IP, offshore campus
Contract Research

BRF
Imaging
Biomics/Proteomics } [OR Disinvest]

Commercialisation
Conferencing/short courses
Enterprise hub, incubation
Halls
Sports Hall

Course development
Workforce Intelligence

Enterprise and Commercialisation



St George's, University of London's vision is to be a thriving medical and health sciences university, integrated with a London teaching hospital, locally, nationally and internationally recognised for

EXCELLENCE AND INNOVATION IN EDUCATION.

Main strategic priorities

- Demonstrate improvement in student experience
- Consolidate international course development
- Recruit to target numbers
- Develop a resilient postgraduate portfolio
- Promote excellence in teaching
- Maximise benefits of LETB and AHSN

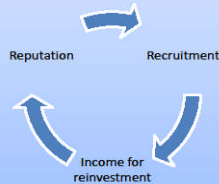


Principal problems

- Significant underperformance in NSS - big jump to make
- Difficulty securing international clinical placements
- Delays and uncertainty impair marketability
- Adverse postgraduate funding environment
- Lack professional standards framework

Positive impacts of achieving priorities

- Enhanced reputation improves marketability and recruitment, delivers income, grows educational capacity and promotes distinctiveness as an innovator



Partnerships required

- NHS
- KINGSTON UNIVERSITY
- INTO
- UNIC
- Other potential partner universities e.g. Royal Holloway, Roehampton, Kings



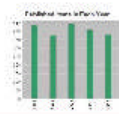
Investment required

- Adequate resourcing of INTO development team through IV
- Costs of staff development within a clear professional services framework
- Costs of prudent business case development for new postgraduate courses

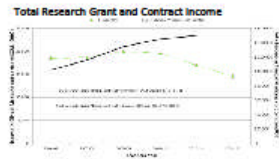
Education


Research

How is St George's doing?

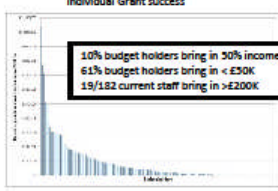


Publications are retrospective measures
Research grant income is prospective





Ranking of total Research Grant and Contract Income



10% budget holders bring in 50% income
61% budget holders bring in < £50K
19/182 current staff bring in >£200K

Research Strategy

- Needs to look 10 – 15 years ahead, not 3 – 5 years
- Needs to be able to adapt to major extraneous events
- Exploit our assets – e.g NHS interaction
- Not about the REF
- Recruit new stars
- Target investments to areas of excellence
- Manage performance effectively
- Disinvest in unsuccessful areas
- Optimize support services

Recent recruits:


- Abraham Prasad (Mayo Clinic) - CVS
- Taiyang He (Brompton) - CVS
- Tris McKay (QMU) - Translational science
- Francesco Barone-Adesi (NIH) - Epidemiology
- Clare Galtrey (SGHT) - Genetics

Discussions and visits planned with 3 senior international researchers as well as several other UK researchers

How are the Research centres performing?

Research centre	PIs	Research Income (£)	Income/PI (£/PI)	Nos in REF
Biomedical Sciences	27	1,128K	82.5K	9
Medical Genetics	3	506K	101K	5
Cardiovascular	14	1,708K	122K	10
Infection & Immunity	21	4,396K	209K	10
Stroke & Dementia	6	1,320K	220K	3
Population Health	13	1,216K	93	7

Research



St. George's Vision is to be a thriving medical and health sciences university, integrated with a London teaching hospital, locally, nationally and internationally recognised for the high quality of its students experience...

St George's, University of London

What is Student Experience...

Student experience is a term which is very difficult to define and quantify. In 2010, Jones wrote that the 'Student Experience', is affected by seven separate factors, including – 'students' expectation about University and Student Life', 'Transition', 'Peers' and 'Extra-curricular Activities'. This highlights the complex, multi-factorial nature of the concept. With this in mind, it would be a nonsense to believe there is a simple, ready made 'one-size-fits-all' approach to improving student experience. St. George's, and higher education in general, has an increasingly diverse population. We see less and less classrooms dominated by young people living in halls and enjoying a social life completely dominated by university classmates. As times change, so must we and increased importance must be placed on hearing the student voice. In 2011, The White Paper: *Students at the heart of the system* demanded an increased responsiveness to students, in order to improve the student experience.

There are various attempts to measure the 'student experience' ranging from internal measures to national comparative rankings. Internally SGUL uses the 'student experience survey' to gain a measure of student experience. Nationally SGUL takes part in the NSS (which is scored 77% overall satisfaction last year) and The Times Higher student experience survey (which in 2011 SGUL was ranked the best HE student experience in London) to gauge student satisfaction.

Priority

Family Feeling University?
I believe it is safe to say that the student at the university feel that there is a 'closeness' and family feel at SGUL amongst students, and I would hope the same can be said amongst staff. However, I am not sure if this feeling crosses the Staff Student Divide.

Evidence...
Comments from the GMC Visit
Feedback from F year Students (Tone of Emails)

Student Engagement/Feedback?
Academic student engagement within the university begins with the currently successful recruitment scheme for year reps. However, how much students feed into/use these year reps is up for debate. I believe there is an attitude of 'what's the point, nothing will change' mentality among students here.

Non academically we have often a wide range of extracurricular opportunities to students to get involved. However, are these taken up equally by all students?
Evidence...
>85 Clubs, societies and community projects.
Student Ambassadors, Volunteering opportunities etc...

Strategic Priorities

- Stream line the work done in registry – if this is done, it will decrease pressure on staff reducing likelihood of stressed responses.
- Increase access to registry – the front of house (student centre) get a great write up from students, I believe this is due to the personal, hands on approach. Could registry use a similar approach?
- Review how the year rep system can be utilized to ensure that there is student engagement/representation across all SGUL courses (including post grad).
- Ensure the feedback loop is closed with regards to SU – This will show students the positive effect the year reps can have and generate interest in them and their position.
- Ensure the university also close their feedback loop – hopefully this will now be happening once a month through 'You Said/We Did'. This highlights how important student feedback is to the institution and therefore encourage students to give it.
- Continue to promote and provide a wide range of extracurricular activities, but accept university is not going to be the social epicenter of all of our students life.

Growth, Distinctiveness, Resource Generation

- Create a true feeling of a friendly and family university
- We are unique in that we are the only independent medical school.
- Increase the knowledge within students of who and where to go to seek help/guidance.

- Ensure that Post-graduate students are represented at academic meetings.
- Have a pathway to promote non academic SU activities to all students.

Student Experience

- 4 -

48. Summaries of Table Presentations

Reported:

(i) Education

There were two possible approaches with regard to growth:

- (a) Expand the portfolio, or
- (b) Grow student numbers around areas of excellence

Additionally the following issues were highlighted:

- Ensuring there was adequate academic capacity to deliver the portfolio.
- Rigorous assessment of business cases for areas of development.
- Articulating the relationship between education to research, in particular how can researchers deliver teaching?
- The need for investment to protect education excellence outside research.
- Further consideration and development of the postgraduate portfolio.

(ii) Student Experience

Three issues were identified:

- (1) Review the model of how SGUL engages with the modern student demographic.
- (2) Consider and act upon valued feedback this included solutions as well as problems.
- (3) Define the ethos of SGUL, for example what does SGUL mean by 'small and friendly'?

(iii) Enterprise and Commercialisation

It was suggested that SGUL might be trying to do too many things. It was proposed that an alternative approach might be to do fewer activities, but to do them well. Additionally the focus should be on those activities that generated larger surpluses rather than those that increased turnover but generated little in the way of surpluses.

Possible areas were:

(1) Alumni Development

Possibly work with SGHT in this area, particularly in the area of fundraising.

(2) Releasing Capital

The Halls of Residence were one of SGUL's few assets. It was suggested that the Halls could be leased company, and this would relieve SGUL of the costs of running the residences.

(3) Course Development

Education courses could be enhanced and expanded to make them more marketable. There were possible lessons to be learnt from FHSCE who provided highly profitable programmes which were delivered in a variety of modes including e-learning.

(4) Intellectual Property

It was suggested there should be a focus on making IP more saleable.

(iv) **Research**

The reputation of SGUL depended upon its research. Currently all metrics were showing that SGUL was doing less well in research than previously.

Solutions:

1. Invest in research excellence by appointing new staff and supporting existing staff.
2. Disinvest in areas that are not doing well.
3. Make staff aware of what is required in research with clear targets and effective performance management.

Part Two

49. Priority Areas

Reported:

Council members were asked to prioritise the activities they felt SGUL should be doing, and to define areas of possible disinvestment. (Annex A)

The following areas were discussed:

1. Performance Management in Research (and also performance management across all staff).
2. Building the Alumni Base (dependent on building the 'Brand' and developing the institutional ethos. Fundraising should be linked to these efforts.)
3. Increasing Surpluses – (do we need to use the Halls of Residence in the way that was proposed above? How would this impact on the student experience.)
4. Maintain High Quality Education (it was felt that there was need to commit resources to INTO and UNIC programmes to enhance international reputation, and at the same time maintain the quality of the home programmes. It was noted that SGUL had become renowned for the GEP programme and it was felt that SGUL needed to build a similar reputation for international and other programmes.)
5. Distinctiveness (it was suggested that quality rather than quantity would contribute to 'distinctiveness'. SGUL needed to be the best at what it does. Eg become the UK leader in International medical provision.)
6. Areas of Innovation (possible areas of innovation should be explored. This would need to be done in the context of the current limited infrastructure. For example opportunities in education should be explored but not at the expense of maintaining quality and excellence.)

50. Summary

Reported:

It was agreed that there were a number of areas to consider further , although it was noted that these would not be 'quick wins'.

- (i) Research performance management
- (ii) Student and staff engagement
- (iii) Brand and the development of alumni and fundraising activities
- (iv) Exploring options in Education. To be discussed further at a future meeting of Council.

ST/29 January 2013

Annex A

