# Introduction

The **Income Growth Board** (IGB) is appointed by SMG to exploit the synergies and alignment on expertise, data and intelligence held within External Relations, Planning Insights and Analytics and Finance Services to provide a comprehensive assessment of competitor analysis, future opportunities, risk and threats to our strategic ambition and financial resilience.

The IGB will act as first approval for the Future Student Growth Strategy that determines future years’ targets and informs the future size and shape of the University. Within this strategy, forward plans for estate capacity and student experience investments will first be approved by this group.

# Board remit

The mandate for the IGB is as follows:

**Achieve Income Growth**:

* Through external benchmarking and analysis of the trends in recruitment to the University of Glasgow, identify areas of the University with potential for student growth
* Understand the potential to achieve growth in demand areas through the development of more collaborative provision, including 2+2, 1+1, PGT etc. to increase international reach. This should include developing a clear view of the enablers and the blockers
* Through analysis of market sensitivity to price, provide clarity on strategy in relation to price versus volume. This should include the pricing of home student PGT courses
* On the basis of the above, determine the most favourable balance between on campus and TNE/online growth for the University
* Identify areas of the University that achieves significant growth and work collaboratively to expand and proactively plan for growth
* Supporting the shaping the degree programme portfolio through the above actions and course income analysis

**Supporting Income Growth:**

* Determine the potential of the estate (including lab space) to accommodate student number growth including understanding how the balance between central and local management of space impacts on this
* Develop more effective forward planning of estate capacity for teaching, study and examination space
* Inform the budget/planning meeting in terms of the investment required to maintain the student experience while achieving planned student number growth
* Undertake analysis of the growth trajectory of the University and develop a strategy for future student number growth that will inform planning and budgeting. This will include advising SMG on the appropriate overall size and shape for the University in the future, to achieve equilibrium between estate capacity, income generation, expenditure and surplus generation
* Reviewing student number forecasting methodologies and ensure they are fit for purpose

# Scheme of Delegation

The following diagram shows the delegated authority for the IGB and shows how it is placed in the overall University Scheme of Delegation with escalation to SMG, advising other committees as required:

|  |  |  |  |
| --- | --- | --- | --- |
| **Area of Responsibility** | **Limit** | **Delegated Decision-Making Authority** | **Escalation To** |
| Approve Future Student Growth Strategy | N/A | Principal | SMG |
| Approve forward plan of estate capacity | N/A | Chief Operating Officer & University Secretary | Estates Committee |
| Approve investment plans to maintain student experience | N/A | Executive Director of Finance | Investment Committee |

# Board Membership

This is an executive led Board with the following membership:

* Vice Principal (Academic Planning & Technological Innovation) (Chair)
* Principal and Vice-Chancellor
* Senior Vice-Principal and Deputy Vice-Chancellor
* Chief Operating Officer and University Secretary
* Vice Principal (Learning and Teaching)
* Vice Principal (External Relations)
* Vice Principal and Head of College (CoA)
* Vice Principal and Head of College (CoSE)
* Vice Principal and Head of College (CoSS)
* Vice Principal and Head of College (MVLS)
* Executive Director of Finance
* Executive Director of Planning and Deputy Secretary
* Head of Adam Smith Business School

# Substitutions and Quorum

There are no substitutions. There is no minimum attendance.

# Board Member Responsibilities

Court has final accountability for the approval of strategy and investment. Each Committee member has a responsibility to:

* Provide insight, scrutiny and challenge to benchmarking and data analysis that supports our financial sustainability, competitive advantage and income growth prospects for our institution, and the sector
* Support decision making processes around the Annual Planning and Budget setting, investments, and delivery of our core and enabling strategies
* Identify, assess and mitigate income growth risk at a University level
* Openly and constructively challenge where investments do not meet key criteria for regulatory, business continuity and strategic investments
* Take ownership for specific actions and risks in the IGB Action and Risk Logs. All actions and risks must have a committee member as overall owner
* Activity and behaviour should embody the University’s values ([click here for details](https://www.gla.ac.uk/myglasgow/staff/values/))

# Conflict of Interest

The IGB will follow the UofG procedure for the management of any conflicts. The procedure defines declaration of conflicts as a standard agenda item at the start of the meeting, the maintenance of a register of conflicts, and a process for managing all conflicts which are declared.

# Format and cadence

The meeting schedule will be every second month with an extended meeting annually as part of the annual budgeting cycle. This will fall approximately 10 days before the Investment Committee to allow smooth and timely escalation of investment business cases.

**INPUTS**

* student recruitment related market intelligence
* student population data and trends and medium-term forecasts
* research data and research funding trends
* competitor university data and trends
* league table analysis
* consideration of governmental policy, funding bodies, economic trends, and political issues that affects Higher Education.
* University Strategies
* Unit and University level KPI’s
* Unit and University level risk profiles
* Unit level operational plans

**OUTPUTS**

* Papers as required
* Decision Log
* Action Log
* Minutes (shared with Senior Management Group)