

**HERIOT-WATT UNIVERSITY
COURT STRATEGY MEETING
4 November 2021, 9.00-13.30**

(Meeting by Microsoft Teams)

**STRATEGY 2025
VISION, PERFORMANCE AND SUSTAINABILITY**

PROGRAMME

TIME:	TOPIC:	LED BY:
9.00-9.05	WELCOME AND AGENDA	Morag McNeill, Chair of Court
9.05-9.30	INTRODUCTION AND SCENE SETTING	Prof Richard Williams, Principal and Vice Chancellor
9.30-10.30	<p>GLOBAL ENVIRONMENTAL SUSTAINABILITY STRATEGY– <i>Pioneering a Sector Leading Approach</i></p> <ul style="list-style-type: none"> • PRESENTATION: We will focus on scope emissions, possible routes and pace to achieve Global Net Zero and the commitments required. • DISCUSSION PANEL: Chaired by Prof Garry Pender with Alan Robertson and Brian Henderson 	<p>Prof Mercedes Maroto-Valer</p> <p>Prof Garry Pender</p> <p><i>Briefing Papers included in pack</i></p>
10.30-10.45	Break	
10.45-11.30	IMPLEMENTATION OF STRATEGY 2025 and THREE YEAR PLAN	<p>Prof Mark Biggs, Vice Principal and Provost</p> <p>Andrew Jefferson GCFO</p> <p><i>Paper for reference: FINANCIAL PLAN 2021-2024</i></p>
11.30-12.30	<p>DELIVERING STRATEGY 2025 – REPORT BY THEME</p> <ul style="list-style-type: none"> • Introduction – Director of Strategic Planning and Performance, Kirsty Scanlan <p>For each theme, a narrative summary of status, milestones and SPI trajectory will be presented:</p> <ul style="list-style-type: none"> • Excelling in Research and Enterprise <i>Prof Garry Pender and Dr Gill Murray</i> • Pioneering in Education <i>Prof Mushtak Al Atabi and Prof John Sawkins</i> • Globally Connected <i>Ms Lucy Everest and Ruth Moir</i> • Flourishing Communities <i>Mr Richard Cloughton and Prof Mark Biggs</i> 	<p>Prof Mark Biggs, Vice Principal and Provost with Theme leaders and Kirsty Scanlan, Director of Strategic Planning & Performance</p>

TIME:	TOPIC:	LED BY:
12.30-12.40	BREAK	
12.40-1.30	Q&A and Closing reflections on strategy meeting outputs	Morag McNeill, Chair of Court Prof Richard Williams, Principal and Vice Chancellor

In preparation for the event you are invited to please review the following materials:

- A briefing paper on Global Environmental Sustainability and Net Zero from Prof Mercedes Maroto-Valer (attached as Ct8/21/51);
- A briefing on Climate Action from the Committee of University Chairs (attached as Ct8/21/52);
- The University's Global Environmental Sustainability Strategy (which contains a set of commitments which the Court approved in February 2021) (attached as Ct8/21/53);
- [The Hutton Series on Climate Change | Panmure House](#), which brought together a diverse cross-section of speakers in the service of one simple aim: to identify ten key priorities, innovations & actions to mitigate the climate crisis. The declaration and key priorities that emerged are provided on the website as well as the opportunity to view again the presentations and discussions in the Series.
- A talk given in March 2021 (in her previous role) by our recently appointed Pro-Chancellor, Malaysia, Tan Sri Dr Jemilah Mahmood, <https://youtu.be/fbNUk527YXo>
- The three-year Financial Plan 2021-2024 (as approved by the Court in June 2021) (attached as Ct8/21/54).