

Email sent to councillors in advance of SRC meeting on 5th December 2017.

Dear All,

Professor Brad Mackay, Vice-Principal (International Strategy and External Relations), and I are very much looking forward to our conversation about strategy on Tuesday. This email is intended to set the scene and pose a few questions for you to consider in advance.

St Andrews is a global university, ranked amongst the very top in the UK and named University of the Year for our teaching in 2016 and our student experience in 2017. We are also Scotland's first university. St Andrews has been central to the growth of scholarship and learning in Scotland since the Middle Ages. Now one of Europe's most research-intensive universities, we project a uniquely Scottish brand of research-led teaching and the pursuit of excellence. Our fundamental goals are to attract the best minds from around the world and to secure the resources to create an environment in which they can produce their best work and where students, staff and world leading scholarship and research can flourish.

At this pivotal time of global change, and in the context of increasing competition in higher education and pressure on institutional autonomy, we must develop a new strategic plan to allow us to identify the changes and investment needed to support our key goals, and to pursue them with confidence and clarity.

As part of the development of the new strategic plan, it is important to us to have strategic discussions with our students as well. The meeting on Tuesday is the first of the meetings planned to engage with you on the developing strategy. In advance of our meeting on Tuesday, we pose a couple of questions below that you may wish to consider.

- What would you expect of a university of tomorrow?
- What do you think St Andrews could do even better that would make a significant difference to the student experience here?
- Is there anything significant missing that would have a notable benefit from a student perspective?

We are looking forward to the opportunity to discuss the process and explore these ideas with you.

Best wishes,

Ester Ruskuc
Director of Strategy and Policy