# Introduction

Appointed by SMG, the **International Strategy and Delivery Board** (INTSDB) takes forward the University’s ambition to internationalise our community, our curriculum and our connections which will contribute to institutional strategic objectives across research, learning and teaching, and innovation.

The INTSDB oversees the development and delivery of the International Strategy aimed at:

* Achieving our long-term goal of internationalisation for all, with an immediate term objective of at least half of our student population directly benefitting from an international experience
* Growth, diversification and sustained enhancement of the quality of our international student community, including our postgraduate research (PGR) community
* Improving the support and educational environment on offer to deliver a word-class student experience
* Enhancing international research collaboration and our range of international funders, by expanding specialist support
* Delivering impactful partnerships that benefit our communities, with the establishment or consolidation of at least one priority partnership in each region of the world
* Securing our status as a top 100 global university that delivers tangible global impact.

# Board remit

The mandate for the INTSDB is as follows:

**Strategy and Policy:**

* Production and communication of the International Strategy, ensuring full alignment to the 2025 University Strategy and associated thematic and enabling strategies
* Develop and oversee an operational plan for internationalisation at a strategic and College/University Services level
* Understand the potential to achieve our international ambition in each College and across University Services
* Develop and recommend policies regarding internationalisation to SMG and Court
* Collaborate with the Civic Engagement Strategy and Delivery Board to embed the University as a civic anchor institution with global connections
* Collaborate with the Innovation Strategy and Delivery Board to ensure our relationships with international partners are reciprocally beneficial and founded in mutual respect
* Ensure alignment between the International strategy and the Learning & Teaching and Research strategies
* Ensure that the Board's membership includes the skills and experience necessary to address its remit effectively.  To this end, the Board membership may rotate depending what aspect of the International agenda is under development. Small working sub-Boards may be formed from time to time

**Delivery and Operations:**

* Ensure that international engagement is effectively co-ordinated and leveraged across the Colleges and University Services and at University level
* Develop training and support mechanisms that enable staff to engage more effectively with international partners, while ensuring that best practice is shared
* Ensure that suitable mechanisms are in place to facilitate dialogue and consultation between the University and its international partners
* Ensure that resources are made available to support new joint initiatives and for prioritised activities so that the University responds in an agile fashion where the need or opportunity arises
* Build relationships and trust with international partners, ensuring effective communication and engagement at strategic and delivery level
* Ensure that the contributions of the University, its staff and students to the international community are appropriately recognised and valued, alongside those of international partners
* Ensure that outcomes are monitored and reviewed and, where appropriate, linked to performance measures
* Ensure that international activities are profiled effectively through the communications channels of the University and its partners
* Define and implement an internationalisation framework at a strategic and College/University Services level
* Pre-approve the annual International Strategy capital spend
* Pre-approve the rolling investment plans for 3-year cycle and submit as part of the Investment Committee annual planning exercise
* Provide overarching ~~programme~~ governance to the International programme

# Scheme of Delegation

The following details the delegated authority for the INTSDB and shows how it is placed in the overall University Scheme of Delegation with escalation to Senior Management Board, Finance or Investment Committees or Court:

|  |  |  |  |
| --- | --- | --- | --- |
| **Area of Responsibility** | **Limit** | **Decision Making Delegated Authority** | **Escalation To** |
| Approve International Strategy (pre-Court) | N/A | Vice Principal (External Relations) | Senior Management Group |
| Approve International related policies including IP and Commercialisation | N/A | Vice Principal (External Relations) | Senior Management Group |
| Approve International Agenda and Delivery Plan | N/A | Vice Principal (External Relations) | Senior Management Group |
| Pre-approve International Strategy Capital Plan | N/A | Vice Principal (External Relations) | Finance Committee |
| Approve Business Cases contributing to the International Strategy within Capital Plan | <£500k | Vice Principal (External Relations) | Senior Management Group |
| Pre-approve International Strategy capital projects | >£500k | Vice Principal (External Relations) | Investment Committee |

# Board Membership

This is an executive chaired Board with the following membership:

* Vice Principal (External Relations) (Chair)
* Assistant Vice Principal (International) (Deputy Chair)
* President of Student Representative Council
* Director of Human Resources
* Research Support Manager
* Deans for Global Engagements (all six regions)
* College International Deans (all four Colleges)
* TNE Deans (all three JEIs)
* International Partnerships and Policy Manager
* Executive Director of Student and Academic Services
* Director of International Recruitment and Partnerships
* Head of International and Academic Resourcing

# Substitutions and Quorum

Substitutions may be made with prior notice given to the clerk. There must be a minimum of 4 from the core Board in attendance for decisions or approvals. In the event of a consensus not being reached, the Chair will have the casting decision.

# Board Member Responsibilities

The Board has final accountability for the production and governance of the annual and 3-year investment plans. Each Board member has a responsibility to:

* Assess and publicly support the outcomes from the International Strategy including providing insight into the impact the strategy has on the university
* Challenge the International Strategy delivery timescales including cost and resource constraints
* Identify and assess International risk at an institutional and sector levels, mitigating where possible
* Openly and constructively challenge where investments or funding proposals do not meet our International Strategy outcomes
* Take ownership for specific actions and risks in the INTSDB Action and Risk Logs. All actions and risks must have a Board member as overall owner
* Ensure all investments and gap funding proposals are in line with University Strategies & Policies
* Agree on the achievability of business cases, plans and roadmaps
* 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 INTSDB 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 three times every academic year.

**INPUTS**

* UofG strategy and plan
* International Strategy and Roadmap
* Internationalisation related policies
* Management information provided by Planning Insights & Analytics
* Presenters of project business cases or updates

**OUTPUTS**

* Papers as required to SMG or Court
* Revised business cases
* Decisions Log
* Action Log
* Minutes