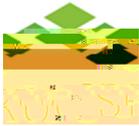


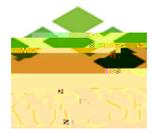
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**Charity Number: SC003712**

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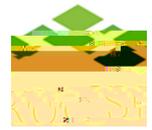
# Principal's Report



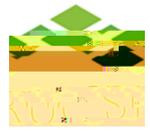
# Principal's Report

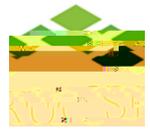


# strategic report



## principal operations





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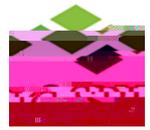
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	Board	SAC Commercial	Appointments & Remuneration Committee	Audit & Risk Committee	F&GP Committee
<b>Number of meetings in period</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>
<b>Non-Executives SRUC</b>					
Mr J Bamkin (Student elected) ~	1(1)	1(1)***			
Mr L Borwick ^^	1(1)	1(1)			2(2)
Mr J Cumming CBE +	4(4)	1(1)*** 3(3)	4(4)		1(1)
Mr R Dinning	4(4)	2(2)***		4(4)	
Mr J Hume	3(3)	1(1)***			2(2)
Ms G Jones (student elected)	1(1)*** 2(3)	1(2)***			
Mr P Machray OBE	1(1)	1(1)	1(1)		
Mr A Marshall	4(4)	4(4)	4(4)	4(4)	
Mr W Marshall	1(1)	1(1)			2(2)
Professor S McDaid CBE	4(4)	2(2)***	4(4)		3(4)
Ms C Millar	3(3)	3(3)			
Mr N Miller	4(4)	3(4)			
Dr K Richards	2(4)	3(4)			
Mr W Ross OBE	2(3)	1(1)***			1(2)
Professor Sarah Skerratt (Staff elected)	4(4)	1(2)***			
Professor C Williams	4(4)	0(2)***	2(2)	1(2)	
Mr B Wood CVO	3(3)	3(3)		1(2)	
<b>Executives</b>					
Prof W Powell	4(4)	4(4)	4(4)**	3(4)**	4(4)**
Ms J D Swadling	1(1)	1(1)	1(1)**	1(1)**	1(1)**







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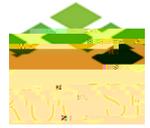
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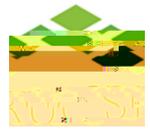


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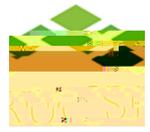
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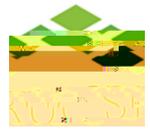












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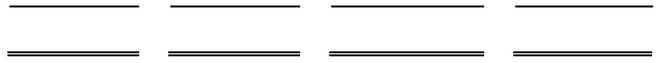
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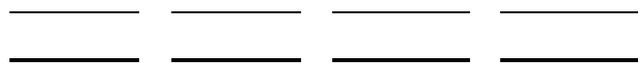
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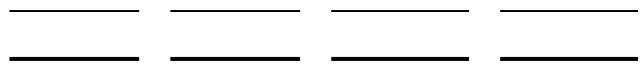


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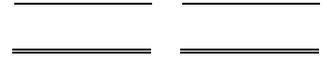
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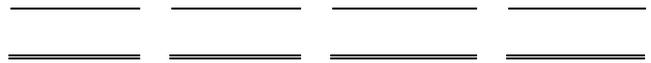
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