

Dr Frank Armstrong – Candidate Statement

I am delighted to be a candidate in the election for the next Senior Lay Member of the Court of the University of Edinburgh.

I have been a member of University Court for 8 years, concluding in July 2025. This experience has given me a unique insight into our mission as a university to educate, research and innovate. We have a rich tradition of positive impact on our community, country and the world and our success is due to our students and staff.

The Higher Education sector faces significant challenges. I will use my knowledge of the University of Edinburgh, along with my experience in international business and my commitment to people, to thoughtfully steward the University to continued excellence and impact. I will apply my substantial experience as a Chair to lead the Court and hold us to account for our decisions, and to work with the leadership to develop and implement solutions to the challenges we face.

As Senior Lay Member I will propose a 4-point agenda:

1. The mission of Court is to promote the success of the University. This should be the reference point for all Court activities and discussions.
2. People, students and staff are central to our success. The current Court responsibility for Strategy, Reputation, Financial Control and Stewardship of assets. I will add “People” to the list. With individual Court members, Court will examine ways to build meaningful relationships with student and staff groups.
3. I will “*Rebalance*” the discussion at Court to ensure there is dedicated time to promote the successes and achievements of students, staff and our societal impact as an institution. I propose we reexamine our decision making, using sub-committees and delegated responsibility to free time for deeper consideration of big issues that matter to students and staff as well as University leadership. I suggest that Court reviews metrics and benchmark data to understand our place in the world as a leading university and to guide our strategic decisions for the future.
4. Our behaviour at Court is as important as what we do. Court must lead, support and model the behaviours we want to champion across our University community. Our shared values of respect, dignity, inclusion and excellence must be embedded across the University. At Court we will celebrate and learn from success and apply experience to address challenges together.

My agenda of “*Rebalance*” for the Court will assist the University to continue to build our world-class reputation. We can only be successful as a University with the engagement of students and staff. Working together we can build confidence in the University’s strategy and our future direction for our students and staff.

I am confident that my experience of the University will allow me to be immediately impactful as Senior Lay Member. I approach the role with enthusiasm for the task ahead and look forward to working collaboratively with University leadership, students and staff.

I am asking for your support to move forward with this agenda for the future of the University of Edinburgh.