15. **MEMBERSHIP**

Reported that the Chairman of Council, on behalf of Council, had approved the appointment of two new lay members of Council to fill existing vacancies. The new members were Dr Felicity Harvey, who held a senior appointment in the Department of Health, and Ms Jacqui Henderson, who recently retired as Regional Director of the London region of the Learning and Skills Council.

Ms Henderson was welcomed to her first meeting and it was noted that Council would have an opportunity to welcome Dr Harvey to her first meeting on 6 February 2006.

16. **THE INTERNATIONAL AGENDA**

Reported that:

(a) This item was intended to give Council members an update on current University initiatives that were aimed at growing the number of international students and ‘internationalisation’ more generally, in line with the University’s mission statement.
(b) In relation to items (ii) and (iii) below, Council was asked to endorse the ‘direction of travel’ and confirm that the appropriate risk mitigation strategies were in place.

Received reports on the following:

(i) **Student related issues**

A briefing paper from Professor Ritchie, Pro-Vice-Chancellor (Teaching and Learning), on activities that had been taking place during the current year aimed at growing the University’s international student numbers and enhancement of the student experience at Newcastle.

[Circulated with the Agenda as Document A. Copy filed in the Minute Book.]

(ii) **Singapore**

A briefing paper from Dr D Robertson, Director of Business Development and External Affairs, on developments in Singapore, focusing particularly on management and risk mitigation.

[Circulated with the Agenda as Document B. Copy filed in the Minute Book.]

(iii) **Overseas campus development**

A presentation from Professor R K Jordan, Dean of Undergraduate Studies (Medical Sciences), on proposals for establishing a subsidiary Medical Campus abroad.

(iv) **Aquaculture: opportunities and challenges**

A briefing paper prepared by Professor P J W Olive on the development of aquaculture and the opportunities for the University.

[Tabled at the meeting. Copy filed in the Minute Book.]

After noting that:

1. Between 1998-2003 the University had increased its overseas student numbers very significantly, although in the last two years recruitment had been more difficult and competitive and the numbers had levelled off to approximately 14% of the total student population.

2. The international agenda was an important one for the University and Professor Ritchie and Professor Page had undertaken a great deal of work in helping to shape the University’s international strategy, prepare a framework for collaborative arrangements and to strengthen our recruitment activity.

3. The University had now successfully implemented the Enquiries to Registration system which was designed to improve significantly the process and conversion rate between an initial enquiry and an eventual registration at the University.

4. The University’s scholarship policy had been revised.
5. A new Head of the International Office, John Williams, had been appointed and he was currently preparing a new recruitment strategy.

6. A number of initiatives had been undertaken within faculties and with the Union Society to strengthen the pastoral support arrangements for international students and further attention was being paid to this as part of the institutional survey on student opinion.

7. As had previously been reported to Council, Singapore remained an area of particular interest given our strong alumni base and the potential for commercialisation of research ideas. Since the initial report to Council, further extensive work had been undertaken in scoping the Singapore initiative and detailed discussions had taken place with the Council Advisory Group.

8. Some opportunities for teaching had also been identified in Singapore.

9. The proposed budget for the Singapore initiative was lower than the original proposal and various potential income streams had been identified to recoup some of this cost.

10. There were some obvious complimentary links between the Singapore initiative and the development of the Science City concept, particularly over the exploitation of scientific research.

11. Some concern was expressed about the difficulties of exercising appropriate control of initiatives given the geographic distance. The University already had an employee based in Malaysia and had employed a consultant who was a member of the alumni to work in Singapore on behalf of the University. The Singapore initiative would be managed by a management team comprising the Director of Business Development and Regional Affairs, the Director of the Development and Alumni Relations Office and the Director of the International Office. The budget responsibility and any staff employed would be within the Business Development directorate. Council were advised by the Vice-Chancellor that he believed this would work successfully.

12. Some concern was expressed about the difficulty of ensuring that academic staff had been kept informed and were appropriately supportive of the initiative. In particular, some concern was expressed about the potential for some difficulties relating to academic freedom being raised by operating in the Far East, although it was accepted that the proposals focussed on commercial exploitation of research which would appear to offer a much lower potential risk with regard to academic freedom.

13. The University was exploring the possibility of entering into a partnership with an organisation to deliver its undergraduate medical degree in a country in Asia.

14. The timescale for the Medical Sciences initiative was tight. It was intended to prepare a detailed business plan and risk analysis by September 2006 for consideration by Executive Board and then Council. If this document was approved, it was intended to admit the first students in September 2007 but it was recognised that this timetable might slip by a year.

15. Full consideration would be given to the range of implementation issues for the Medical Sciences initiative, including risk to the University’s reputation, corporate management
structures, financial models and the basis of the operation overseas. It would also be proposed to build in a proposed exit strategy to the initiative.

16. It was recognised that it was difficult to identify the full range of costs for the Medical Sciences proposal and therefore any assumption concerning income and expenditure should be conservative.

Resolved that:

(i) Council support the continuation of the Singapore initiative on the lines proposed in the report prepared by the Director of Business Development and Regional Affairs. Specifically, Council endorsed:

- the opening of bank accounts in Singapore in the name of the University and additionally in the name of the company;
- the formation of a wholly owned Singaporean subsidiary, NUIdeasBank, to Newcastle University Holdings Ltd outside of the UK tax group;
- the allocation of £330,000 per annum over the next three years from headroom funds to support the project;
- the continuation of the Council Advisory Group with the intention of the Board of NUIdeasBank reporting at least six-monthly to the Council Advisory Group and Executive Board and the Council Advisory Group reporting to Council.

(ii) Council would continue to monitor the Singapore initiative and, in particular, the levels of expenditure and income, and be advised re ‘control’ mechanisms.

(iii) The Board of NUIdeasBank pte would be the Pro-Vice-Chancellor (External Affairs and Research Liaison), Pro-Vice-Chancellor (Strategic Development), Director of Business Development and Regional Affairs and additional non-executive directors recruited locally in Singapore.

(iv) Academic schools should be informed of the nature of the Singapore initiative in an appropriate manner to ensure that they could take advantage of possible developments and build these into their school plans.

(v) The University needed to reconsider its policies in place for the management of third-strand activities, particularly the incentives and awards available to individual members of staff, the conflict of interest policies and the implications for workload distribution within schools to ensure that these policies were still appropriate to operate in the new environment of a substantial initiative in Singapore, coupled with substantial opportunities being made available via the Science City project. Council asked that work begin on this as soon as possible.

(vi) Professor Jordan be thanked for his excellent presentation on the Medical Sciences initiative.

(vii) Council support the proposal to prepare a detailed business plan and risk analysis for the Medical Sciences initiative which would be submitted to Council in due course for approval.
(viii) Council endorse the proposal that the Vice-Chancellor should be permitted to sign a Memorandum of Understanding concerning the Medical Sciences initiative in March.

(ix) The business case for the Medical Sciences initiative needed to make quite clear the reasons why the University would wish to enter the initiative and the benefits to be obtained.

**PART B : GENERAL BUSINESS**

**SECTION I**

[Minutes & matters arising; Chairman’s and Vice-Chancellor’s business]

17. **MINUTES**

*The Minutes of the meeting held on 10 October 2005 were approved as a correct record and signed.*

18. **MATTERS ARISING FROM THE MINUTES**

**Progress of business**

Received a business tracking form.

[Circulated with the Agenda as Document D. Copy filed in the Minute Book.]

Noted that there had been a further delay in the arrangements for the first meeting of the Partnership Group between the University and the Union Society but this had not been recorded in the business tracking form. The Partnership Group would now be meeting on 20 December.

19. **CHAIRMAN’S BUSINESS**

(a) **Audit Committee**

Reported that the Chairman would welcome a volunteer to serve on Audit Committee since there still remained a vacancy and this was causing some operational difficulties.

(b) **Pay modernisation**

(Minute 2, 10.10.2005)

Reported that since Council had discussed pay modernisation at its October meeting, progress had been made with the AUT which represented both academic and academic related staff. Both the local branch and national officials had confirmed that the University’s proposals complied with the Memorandum of Understanding and the proposals would therefore be subject to a ballot of members early in the New Year. Progress was slower with the other two trade unions, UNISON and AMICUS. Obviously, in the light of the relatively slow progress, it had not proved possible to implement the new pay and reward structures from 1 December 2005.
(c) **Barras Bridge**

Noted that Dr Appleby declared an interest as a member of the City Council, although he had no direct involvement with the planning permission process.

Reported that:

(a) A number of serious difficulties had arisen with regard to the planning permission process for the Barras Bridge building. The Chairman of Council and Mr Blezard had been involved in discussions with representatives from the City, together with officers from the University. While the representatives from the City were supportive of the aims of the University, the planning permission issues were proving difficult to solve to the satisfaction of all parties. The University had spent a significant amount of money on the planning process to date.

(b) The Chairman intended to report further on this matter at the next meeting, although it might be necessary for her to call an emergency meeting of Council depending on the progress of discussions with the City.

(c) The Chairman and the Vice-Chancellor were to meet NCAP, a local conservation body whose views were sought on such matters by the City and who had raised a series of concerns about the University’s proposals.

20. **VICE-CHANCELLOR’S BUSINESS**

(a) **Deaths**

Received a report on deaths recently announced by the University.

[Details filed in the Minute Book.]

*Resolved that Council record its deep regret and sympathy for the relatives concerned.*

(b) **Sunday Times League Table**

(Minute 6(c), 10.10.2005)

Noted that:


2. The league table used 2003/04 data from the Higher Education Statistics Service (HESA), the Quality Assurance Agency for Higher Education (QAA), the national Funding Councils and the 119 institutions. The institutions were marked and ranked across the following eight areas, for which Newcastle’s positions were also shown:
3. The University of Newcastle’s overall position in the League Table was 26\textsuperscript{th}, compared to 19\textsuperscript{th} in 2004. The greatest falls in ranking occurred in Student:Staff Ratios and Graduate Employment. There were no significant increases.

4. There were aspects to the Sunday Times methodology which institutions could dispute. The National Student Survey was a rather blunt instrument, the weighting of the eight measures could be debated, and the level of response in the new Head Teachers’ survey was low. However, it was more important that the University recognised the significant messages inherent in the results.

- We must maintain focus on Student: Staff ratios. This included the need to manage HESA data with particular care.
- We must extend our efforts to reduce undergraduate drop-out rates.
- We should seek to increase our average entry qualifications and the proportion of Firsts and 2:1 degrees awarded.
- The Research Rating was based on the 2001 RAE. It was vital that the University prepared well to maximise its performance in the 2007/08 RAE.
- We must try to regain the 2002/03 performance on graduate employment.
- We should also note that the measure of teaching satisfaction in the Sunday Times was a hybrid of the recent National Student Survey and earlier QAA data. The Sunday Times intended to phase out the QAA element and therefore future league tables would reflect to a greater extent our mixed results in the 2005 National Student Survey.

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<thead>
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<th>Description</th>
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<tbody>
<tr>
<td>17th</td>
<td>Continuation/dropout rates</td>
</tr>
<tr>
<td>18th</td>
<td>Teaching Satisfaction/Student satisfaction</td>
</tr>
<tr>
<td>19th</td>
<td>Graduate Employment</td>
</tr>
<tr>
<td>21st</td>
<td>A/AS-level entry grades</td>
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<tr>
<td>22nd</td>
<td>Head Teachers’ Citations</td>
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<tr>
<td>28th</td>
<td>Student/Staff ratios</td>
</tr>
<tr>
<td>28th</td>
<td>% First &amp; 2:1 Degrees awarded</td>
</tr>
<tr>
<td>31st</td>
<td>Research Rating</td>
</tr>
</tbody>
</table>

SECTION II
[Items of business]

21. ANNUAL REPORT OF THE UNIVERSITY

Received the Annual Report of the University 2004-05.
[Circulated with the Agenda. Copy filed in the Minute Book.]

22. REPORT FROM AUDIT COMMITTEE

Considered a Report from the meetings of Audit Committee held on 12 October and 28 November 2005.
[Circulated with the Agenda as Document E. Copy filed in the Minute Book.]
(a) Financial Statements 2004-05

Noted that:

1. The commentary on the Financial Statements for the first quarter of 2005-06 included a statement on the University being potentially liable for VAT on salary recharges to the NHS and that the estimated liability was £1.4m. However, a recent Ministerial statement had indicated that this threat would be removed from universities.

2. There remained concern about the level of research grant income and this was down against the budgeted figure for the first quarter of 2005-06.

Resolved that the audited consolidated Financial Statements of the University of Newcastle upon Tyne for 2004-05 be approved.

[See also item 27.]

(b) Constitution and terms of reference of Audit Committee

Resolved that the following amendments to the constitution and terms of reference of Audit Committee be approved:

delete: A quorum shall be three appointed members
substitute: A quorum shall be three members

delete (from the list of those in attendance): The Bursar
substitute: The Deputy Director of Finance - Financial Accounting

amend (m) of the terms of reference to read:

‘To consider elements of the annual financial statements in the presence of the external auditors, including the auditors’ formal opinion, the statement of members’ responsibilities and the statement of internal control, and to submit them to Council for approval.’

(c) Annual Report of Audit Committee to Council 2004-05

Resolved that the Annual Report of Audit Committee be approved and forwarded to HEFCE.

(d) Records Management

Noted that Audit Committee had received a report on records management from the Internal Audit service and had noted that the University’s management accepted that the University was vulnerable because of the lack of an electronic corporate records management system and was looking at ways to manage this risk. A separate report on the University’s records management stance was presented as Document O and this again acknowledged that a large amount of documents, especially electronic documents, remained outside of any corporate control mechanism. The risk of failure in information provision was included in the University’s Strategic Risk Register with an
acknowledgement that, while there was a need for a comprehensive records management policy and mechanism, such a mechanism was extremely challenging to implement and had a low priority in terms of promoting the institution’s core activities.

Resolved that a management report on this issue be presented to the meeting of Council to be held on 22 May 2006 to clarify the University’s approach to this issue. The report should take account of Audit Committee’s comments and the report from the Records Manager, and should outline the management’s views on these issues and where they fitted into the University’s overall priorities.

The remaining items in the Report were noted.

23. RISK MANAGEMENT

Considered a Report prepared by the Registrar, following consideration by Executive Board. [Circulated with the Agenda as Document F. Copy filed in the Minute Book.]

After noting that:

1. The format of the Strategic Risk Register had been extensively revised in 2004-05 following recommendations made by Council. Executive Board now considered all items on the Strategic Risk Register and reported twice a year on the top ten risks and on reasons why risks had moved out of the top ten and any risks that had a red control status, both within and outwith the top ten. The full Risk Register would be reported to Audit Committee and then the top ten, plus those that had moved, would be reported to Council.

2. The format for the Risk Register report represented a considerable improvement.

3. Further improvements to the presentation of the Register could be made by including a brief description of each of the risks opposite the risk matrix diagram and changing the ‘comment’ column into an ‘action’ column with corresponding changes to the content.

4. The Director of Information Systems and Services was currently scoping a project to improve the disaster recovery arrangements for our IT hardware. This was likely to involve securing temporary alternative emergency accommodation to house computers as well as aiming to build a new computer machine room in due course, probably on the Science Central site.

5. The importance of both Executive Board and Council being aware of potential issues as they developed and taking appropriate steps to control the risks once identified. In particular, Executive Board would need to be mindful of risks which appeared to have a very low likelihood but extremely high impact and not ignore such risks.

6. The Internal Audit service made use of the Risk Register when formulating its own service plan for the year, approved by Audit Committee.

Resolved that the Strategic Risk Register be approved.
24. **FINAL REPORT OF THE WORKING GROUP ON GOVERNANCE AND THE SENIOR MANAGEMENT TEAM**

Considered the Final Report of the Working Group on Governance and the Senior Management Team.

[Circulated with the Agenda as Document G. Copy filed in the Minute Book.]

After noting that:

1. The report was the final report on governance changes arising from the Guide for Members of Higher Education Governing Bodies in the United Kingdom published by the Committee of University Chairmen in 2004.

**Sub-Committees of Council**

2. In preparing the final report, the Working Group had been mindful of the need to permit Council to contribute to the development of the mission and the strategic vision of the University and it sought to do this in part by reducing the number of committees reporting directly to Council and by recommending that Strategy Board should be abolished and instead Council itself should take on the responsibility for consideration of strategic items at its meetings.

3. Some concern was expressed about the operation of Equity Committee and the operation of this Committee was currently under review.

4. Senate had agreed to establish a Working Group to review its own effectiveness and the view was expressed that its relationship with Council should be a matter which it considered.

**Resolved that:**

(i) **Strategy Board should be abolished with immediate effect, subject to the agreement of Senate.**

(ii) **The quarterly accounts should be presented directly to Finance Committee and not Council.**

(iii) **In order for Council to exercise its powers as set out in the Statement of Primary Responsibilities, committees with overall strategic responsibility for estates and staff matters should report to Council.**

(iv) **The terms of reference of Ethics Committee should be broadened to ensure that they incorporated issues relating to business activity and teaching and learning, as well as research and that the revised Ethics Committee should be a sub-committee of both Senate and Council.**

(v) **The following committees should report directly to Council:**
Audit Committee  
Estate Strategy Group  
Finance Committee  
Nominations Committee  
Remunerations Committee  
Staff Committee

and that the terms of reference be amended accordingly.

(vi) Safety Committee should report to Council via Executive Board and the terms of reference for Executive Board should be changed to ensure that it was required to report to Council on health and safety issues and forward any reports from Safety Committee directly to Council.

(vii) The Diversity Committee should report to Council via Executive Board and the terms of reference of Executive Board should be changed to ensure that it was required to report to Council on diversity issues and forward any reports from the Diversity Committee directly to Council.

(viii) Subject to the complete review of the operation of Equity Committee, this Committee in future should report to Finance Committee. It was recognised that if the creative range of commercialisation opportunities were to be realised following the Science City initiative, the associated processes, some of which were overseen by Equity Committee, would need to be revised and strengthened and this needed to form part of the review of the operation of Equity Committee.

(ix) The Scholarships Sub-Committee should report directly to Executive Board, subject to the agreement of Senate.

Effectiveness Review

1. It was emphasised that Chairs of committees might also like to consider the effectiveness of their own committee by taking into account the total number of hours spent by all members and considering whether business could be processed more efficiently in alternative ways.

2. Although the Working Group had recommended that the effectiveness review should apply to all individual members of Council, it was recognised that some members were elected and therefore the effectiveness review would need to be sensitive to the different context in which membership was established.

Resolved that:

(i) An annual review of the effectiveness both of Council as a body, and the effectiveness of individual members, should take place using the mechanism described in the report from the Working Group.

(ii) Council endorse the recommendation from the Working Group that papers should be prepared specifically for Council with the author being requested to explain the
purpose behind the paper, what Council was expected to do, and where the paper
should be submitted or what following action should be required.

(iii) In order to assist Council in ensuring that its business allowed it to consider the
University's key strategic objectives in an appropriate fashion, use should be made of
the templates prepared by the Working Group in considering the timetable for meetings
of Council and preparing agendas for Council.

(iv) Future agendas for meetings of Council should be simplified as recommended by the
Working Group.

(v) The Standing Orders of Council be amended as set out in the attached Appendix I
in order to clarify the arrangements for reserved business, conflict of interest and
confidentiality.

(vi) An induction programme for all new members of Council should be established and
Senate should be invited to have a similar induction programme for new members of
Senate.

(vii) The Director of Planning be requested to undertake further work on the use of key
performance indicators (KPIs) and submit proposals on the use of these KPIs to the
meeting to be held in February 2006.

(viii) The formal scheme of delegation of authority from Council be approved, as set out in
the attached Appendix II.

(ix) The role of Council members be approved as set out in Appendix III.

(x) Mr Hilton and the other members of the Working Group be thanked for their extremely
helpful report and for the work that led up to the presentation of the report.

(xi) That it might be necessary for Council to reconsider some of these issues once Senate
had completed its effectiveness review.

25. REVIEW OF THE LATEST PERFORMANCE INDICATORS AS PUBLISHED BY THE
HIGHER EDUCATION STATISTICS AGENCY (HESA)

Received a report from Mr S Frater (Director of Planning).
[Circulated with the Agenda as Document H. Copy filed in the Minute Book.]

Noted that it was intended to present a revised set of key performance indicators to the meeting
of Council to be held in February 2006.

26. SCIENCE CITY

Received an oral report from Professor J B Goddard (Deputy Vice-Chancellor) on the latest
developments in the Science City project, following a meeting with the Council Advisory
Group on 6 December, together with a copy of the risk register for Science City.
[Circulated with the Agenda as Document H.1. Copy filed in the Minute Book.]
After noting that:

1. Since the last meeting of Council, the University, in partnership with the Regional Development Agency and the City Council, had purchased the Science Central site. The total purchase cost had been £33.4m and the University’s own contribution had been £10.8m. A formal Memorandum of Understanding had been drafted with appropriate exit clauses for the University and other parties.

2. A management structure had been established within the University and a partnership structure had been established between the relevant partners.

3. Executive Board would be looking shortly at the possibility of a recruitment campaign for staff to help deliver the Science City vision.

4. Work had commenced on the master planning process, on funding and on corporate partnerships. In all three cases, joint groups had been established with the other partners.

5. The HEFCE had indicated its general support for the project but had emphasised the importance of collaborative working.

6. The Director of Business Development and Regional Affairs was undertaking a major review of the business development area in conjunction with the University of Durham.

7. The Council Advisory Group was being kept informed and was now acting as a useful sounding board for the initiative.

8. The proposal to recruit academic staff to support the Science City initiative would commit the University to ongoing recurrent expenditure.

Resolved that Council give further consideration to the issues arising from the Science City initiative at its away day to be held in February 2006.

[A copy of the schedule of payments is filed in the Minute Book.]

SECTION III
[Items of minor importance or items for information only]

27. REPORT FROM FINANCE COMMITTEE

Considered a Report from the meeting of Finance Committee held on 12 October 2005.
[Circulated with the Agenda as Document J. Copy filed in the Minute Book.]

(a) Financial Statements 2004-05

See item 22(a) above.
Constitution and terms of reference of Finance Committee

Noted that a revised constitution and terms of reference of Finance Committee would be submitted to Council in due course to take account of the recommendations approved from the Working Group on Governance.

The remaining items in the Report were noted.

28. REPORT FROM AUDIT COMMITTEE

Received a Report from the meeting held on 12 October 2005.
[Circulated with the Agenda as Document K. Copy filed in the Minute Book.]

[This document was classified as strictly confidential and was circulated only to members of Council. The contents should not be divulged to any person who was not a member of Council.]

29. QUARTERLY REPORT ON THE ACCOUNTS

Received the accounts for the 1st quarter to 31 October 2005.
[Circulated with the Agenda as Document L. Copy filed in the Minute Book.]

30. BUSINESS CASE FOR ‘GOOD MANUFACTURING PRACTICE’ COMPLIANT LABORATORY SPACE FOR STEM CELL DERIVATION AT THE INTERNATIONAL CENTRE FOR LIFE

Reported that:

(a) Executive Board had considered a Business Case from the Faculty of Medical Sciences to refit the east wing of the Bioscience Centre at ICFL to specifications compliant with Good Manufacturing Practice.

(b) The refurbishment needed to be completed by Summer 2006.

(c) The project was costed at £1.6m.

(d) Council was being advised of this expenditure of over £1m, but was asked to note that there was no financial risk to the University as all of the costs were to be met by ONE NorthEast as part of a £9.8m funding initiative for stem cell science and translation over the next three years.

[A full copy of the Business Case was filed in the Minute Book.]

31. EMERGENCY PLANNING

Received a progress report from Miss R Draper, Head of the Executive Office, on the roll out of local incident plans.
[Circulated with the Agenda as Document M. Copy filed in the Minute Book.]
32. **STRUCTURE, ROLE AND RESPONSIBILITIES OF THE SENIOR MANAGEMENT TEAM**

Received a paper from the Vice-Chancellor outlining the structure, role and responsibilities of the senior management team which was available on the University’s website at:

[Circulated with the Agenda as Document N. Copy filed in the Minute Book.]

33. **RECORDS MANAGEMENT**

Received a progress report from Mr G Dane, Records Manager, regarding records management in the University.

[Circulated with the Agenda as Document O. Copy filed in the Minute Book.]

34. **REPORTED BUSINESS**

Received a report of action taken in accordance with agreed procedures, approved where necessary by the Vice-Chancellor on behalf of Senate and/or the Chairman of Council on behalf of Council, and by other University bodies and Chairmen.

[Circulated with the Agenda as Document P. Copy filed in the Minute Book.]

**PART C : RESERVED BUSINESS**

35. **THE VICE-CHANCELLORSHIP**

Reported that the following had been elected as the Senate-appointed members on the joint Committee for the appointment of the Vice-Chancellor:

Professor J B Goddard  
Professor M Goodfellow  
Professor T B L Kirkwood  
Professor E Ritchie

Noted that:

1. As requested, the Chairman had discussed the appointment process with the Chairman of the Council of the University of Durham. The conversation had been friendly but it had been made clear that there was no possibility of reopening some of the issues concerning institutional collaboration that had been raised previously.

2. The Chairman, acting with the Registrar and the Director of Human Resources, had appointed Heidrick & Struggles as the search consultants. This firm would wish to take soundings from a wide range of individuals concerning the appointment process and this activity would commence early in the New Year.

3. The Chairman was keen to involve representatives of the students in the selection process.

4. There was a general view that the next Vice-Chancellor was likely to come from the academic community, either in the United Kingdom or internationally, but the University would be looking for an outstanding candidate regardless of the background of the
individual and many people would have an opportunity to have an input into the criteria to
be used for selection.

5. Although there could be widespread consultation on the criteria to be used for the
appointment, the actual process would need to be kept extremely confidential in order to
respect the confidence of any individual seeking to put his or her name forward for
consideration.

Resolved that the following members of Council be appointed to the joint Committee:

Mr L M Aviss
Sir Leslie Elton
Sir Miles Irving
Ms K Priestley