NEWCASTLE UNIVERSITY

COUNCIL

19 May 2008

Present: Mrs M O Grant (in the Chair), the Vice-Chancellor, Dr E G N Cross, Professor G J Docherty, Professor M Goodfellow, Ms J Henderson, Mr C J Hilton, Mr R Hull, Mr M I’Anson, Sir Miles Irving, Mr P M Johnson, Mr S Lightley, Professor J N Marshall, Mr M J McDonnell (President, Union Society), Mr S Pleydell, Mr B A Potter (Education Officer), Ms K Priestley, Mr I Shott and Mr A M Wilton.

In attendance: Professor C P Day, Professor C Harvey, Professor O R Hinton, Professor T F Page, Professor E Ritchie, Professor A C Stevenson, Professor N G Wright and Professor P L Younger (Pro-Vice-Chancellors), Dr J V Hogan (Registrar), Mr H B Farnhill (Bursar), Mrs V S Johnston (Director of Human Resources) and Ms E M Niven (Administrative Officer).

M I N U T E S

76. DECLARATIONS OF INTEREST

No declarations of interest were received.

77. WELCOME

The Chairman welcomed Professor Charles Harvey, Pro-Vice-Chancellor (HASS), Professor Paul Younger, Pro-Vice-Chancellor (Engagement) and Professor Nick Wright, Pro-Vice-Chancellor (Research and Innovation) to their first meeting of Council.

78. MINUTES

The Minutes of the meeting of Council held on 7 April 2008 were approved subject to the amendment of a typographical error.

79. HEALTH AND SAFETY

Received an oral report from the Pro-Vice-Chancellor responsible for safety on current health and safety issues affecting the University, including performance measures and actions taken.

Noted that there were no health and safety incidents to report.
80. MATTERS ARISING FROM THE MINUTES

(i) Corporate Manslaughter and Corporate Homicide Act
(Minute 68, 7.4.2008)

Reported that:

(a) Council, at its meeting on 7 April 2008, had resolved that Professor Page be asked to clarify the impact of the new legislation on sporting activities with the Head of Safety.

(b) The Head of Safety had confirmed that the sporting activities were included in the matters covered by the Corporate Manslaughter and Corporate Homicide Act, as were all other activities undertaken by the University in any form whatsoever.

(c) The Head of Safety had also stated that the Corporate Manslaughter and Corporate Homicide Act covered the management of health and safety issues, in all its forms, in all units of the University and the University’s arm’s length activities.

Noted that:

1. The Union Society should be advised of any required changes to its arrangements for sporting activities as a result of the introduction of the Corporate Manslaughter and Corporate Homicide Act.

2. The Union Society received training in health and safety matters from the University’s Safety Office. This link also provided a reporting route.

Resolved that the provision of guidance and training to the Union Society regarding the implications of the Corporate Manslaughter and Corporate Homicide Act be discussed at future meetings of Safety Committee.

(ii) Progress of business

Received a business tracking form.

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

81. CHAIRMAN’S BUSINESS

International Centre for Life leases

Reported that negotiations were underway with the International Centre for Life (ICfL) concerning the terms of the University’s occupation of accommodation at ICfL. The negotiations had been led, so far, by Professor Oliver James. Following his retirement as Pro-Vice-Chancellor (Medical Sciences), the Vice-Chancellor had requested that Professor Stevenson take responsibility for the negotiations. Reaching an agreement on the appropriate rents and other terms and conditions for occupation was challenging, partly because of the complicated history of the relationship with ICfL. In the negotiations, the University would try to safeguard the extremely important scientific research carried out at ICfL whilst acknowledging the need for value for money in any agreement.
Resolved that Council delegate to the Chairman, Vice-Chairman and Honorary Treasurer its authority to enter into a final agreement with ICfL.

Academies

At the CUC plenary meeting in April, Lord Adonis had encouraged universities to engage with the issue of Academies.

University Boat Race

The student representatives were requested to pass on Council’s commiserations to the rowing teams following their defeat by Durham in the recent boat race. Despite this disappointment, the event itself had been very successful.

82. VICE-CHANCELLOR’S BUSINESS

Received the Vice-Chancellor’s report.

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

Appointment of Pro-Vice-Chancellors

The portfolios for the Pro-Vice-Chancellor (Research and Innovation) and Pro-Vice-Chancellor (Engagement) would soon be finalised. Projects and responsibilities would be allocated and a paper would be prepared for approval by Executive Board. This paper would be brought to Council for information.

Retirement of the Deputy Vice-Chancellor and Pro-Vice-Chancellor External Affairs and Research Liaison

Due to the forthcoming retirement of Professor Page, it had been necessary to reallocate the responsibility for health and safety matters and Professor Stevenson had agreed to take on this role. Professor Harvey had agreed to take on the portfolio for sport, which was formerly the responsibility of the Deputy Vice-Chancellor.

An additional responsibility yet to be allocated was the area of Internationalisation. The Vice-Chancellor would take on this responsibility on a project basis for a one year period. A strategy document would be prepared in due course, which would be brought to Executive Board and Council for approval.

Appointment of Executive Director of Finance

The position of Executive Director of Finance had been offered to and accepted by Richard Dale, former Vice-President of Finance Transformation and Operations at BT plc. Mr Dale would take up his post on 1 July 2008.
Health provision in the North East

It was understood that Durham University was no longer pursuing its proposal to establish a medical school. The Vice-Chancellor had agreed to form a joint working group to discuss the possibility of an “inner city doctors” programme, with an initial focus on Teesside. The terms of reference for this working group had yet to be agreed.

North East England Stem Cell Institute (NESCI)

The signing of a Memorandum of Understanding by NESCI’s various partners had taken place at Lumley Castle on 14 May 2008. The occasion had also provided an opportunity for a launch event for staff from Durham and Newcastle universities.

Academies

The University had been approached by the City Council about the sponsorship of Excelsior Academy. The Vice-Chancellor had asked Professor Ritchie to review the University’s position on Academies. Care would need to be taken to ensure existing links with other schools and colleges were not threatened.

It was agreed that any proposal on Academies would be considered further by Executive Board before being brought to Council at an appropriate stage. Council members were invited to forward any comments on the proposal to the Pro-Vice-Chancellor (Teaching & Learning).

Council members were advised of the confidential nature of the above discussion.

The Estate

The internal refurbishment of many areas of campus had enjoyed attention over the past few years. It was now necessary to consider the external appearance of the campus and a ‘think tank’ event was planned for June which would focus on this issue.

Online module registration

A new system had been introduced to enable students to register for modules online. Unfortunately, difficulties had been experienced with the system when registering for modules in 2008/09. In addition to improving the system to enable it to cope with demand, it was also necessary to discuss the issue of capped modules and to consider increasing the number of places available on popular modules in order to offer students appropriate provision. Executive Board was due to discuss this matter.

83. MANAGEMENT INFORMATION

Reported that four times a year Executive Board received a Management Information pack presenting a series of reports about the University’s key areas of business. The pack provided a valuable resource for members in their areas of responsibility as well as offering important insights into how the University was doing at a particular moment in time.
Professor Tony Stevenson, Pro-Vice-Chancellor (Planning and Resources) presented a small subset of this information highlighting the key messages for Council. The full set was available at: http://www.ncl.ac.uk/internal/planning/monitoring/monitoring_2007-08.html

[Copy filed in the Minute Book.]

After noting that:

1. In recent years, the University had significantly improved its provision and use of management information. Executive Board was now able to review data relating to financial performance, estates, student recruitment and human resources on a regular basis. This compared favourably with the activities of comparator institutions.

2. An increase in the salary bill had been witnessed partly as a consequence of a 12.7% increase in the number of non research staff since 2003/04. Increased salary payments had been covered by an increase in the number of medical and overseas students and the introduction of the ‘top-up’ fee. Pay had been identified as one of the main challenges for the University.

3. An additional 200 members of staff had been submitted into the RAE 2008 which, based on past calculations, could potentially yield an additional £7m of QR income. However, competitor institutions had increased staffing levels at similar rates, so it remained to be seen whether Newcastle had done enough to result in an improved outcome.

4. Efforts to improve the amount of research grant income the University received had recently begun to yield results. Between 2005/06 and 2006/07 Newcastle had demonstrated improved performance levels in this area in comparison with other members of the Russell Group. In terms of research awards, however, whilst there had been significant growth in value of awards received in 2006/07, the mid-year position suggested that the University was unlikely to build on this during the current academic year.

5. Undergraduate recruitment levels had been affected by a change in the UCAS application procedure; applicants could now apply to only 5 institutions rather than 6.

6. It was noted that decisions taken by the University in a number of key areas were now beginning to yield results. The decision to establish a joint venture with INTO was one area where benefits would soon be appreciated. 175 students were currently registered on INTO’s foundation programme and it was anticipated that at least 60% of these students would register as undergraduates in September 2008. It was essential to continue to manage the relationship with INTO as it was via its agents that overseas applications would continue to increase.

7. Other activities undertaken within the Faculties designed to improve international student recruitment included increased investment in marketing teams and the development of in-country delivery, the Ngee Ann project in Singapore being one example of this. Seventy students were expected to register on the Naval Architecture degree programme to be delivered in Singapore in September 2008. It was anticipated that recruitment levels for programmes offered on the home campus would also increase as a consequence of the University’s presence in Singapore.
8. It was suggested that the budget surplus identified by the data, whilst being an indicator of prudent management, could also suggest that the University was slow to invest. It was acknowledged that the University was in the process of investing heavily in the estate and infrastructure, but it was important to determine whether the improved facilities were generating a return before further investments were made. In many cases it took a number of years before a return was received.

9. It was suggested that it would be useful to conduct an analysis of the return on investment in terms of the National Student Survey results. It was acknowledged that the National Student Survey now played a crucial role in determining the University’s position in a number of league tables. Feedback, assessment, accommodation and the availability of study space were identified as key issues for students.

10. It was noted that the University had received good results in the International Student Barometer Survey, but these results did not feed into the league tables. Anecdotal evidence suggested that international students wanted to be as integrated as possible but were appreciative of additional support when it was offered.

11. It was suggested that the data displayed during the presentation should be borne in mind when the next business plan was discussed in order to determine a link between investments and their potential results. It was important to be aware that in some cases, results were achieved on a long-term basis and expectations needed to be managed accordingly. The University also had to ensure that sufficient investment was made available to support staff in achieving long-term aims.

Resolved that:

(i) Council support the general direction of travel as demonstrated by the management information presented.

(ii) Professor Stevenson be thanked for his informative presentation.

84. RISK MANAGEMENT

Received the updated Strategic Risk Register, as considered and endorsed by Executive Board. [Circulated with the Agenda as Document D. Copy filed in the Minute Book.]

Noted that:

1. At its meeting on 16 April 2008, Audit Committee had considered the ‘top risks’ document, together with the Faculty, Central Services and full Strategic Risk Register.

2. The Singapore Initiative had been included in the ‘top risks’ as its current controls were considered to be inadequate.

3. A number of factors relating to the University’s pensions provision had increased the likelihood rating of R29 – Failure to maintain a financially robust pensions provision – however, the rating of the controls remained green as they were deemed to be appropriate to enable the University to manage the risk.
4. HEFCE had recently issued new guidance on value for money which had recommended that a link be established between risk management, key performance indicators and value for money data. Consideration would be given to possibility of amending the risk management methodology in the light of this recommendation.

5. It was suggested that consideration should be given to the way in which new risks were recorded and identified on the register. It was also considered helpful to introduce a method of incorporating issue specific risks which allowed risks to be removed once they had been managed.

6. Council expressed its support for the possible integration of the various sets of data and said that it would welcome the opinion of Executive Board on this matter.

85. SINGAPORE INITIATIVE  
(Minute 45(ii), 11.2.2008)

Reported that Council, at its meeting on 11 February 2008, had noted inter alia that the concerns Council had expressed over the governance arrangements of NUIB and its subsidiary companies were being addressed by the NUIB board. A report was to be prepared which would be presented to Council at its May meeting.

Received a progress report from Mr M I’Anson, Chairman of NUIB.  
[Circulated with the agenda as Document E. Copy filed in the Minute Book.]

After noting that:

1. At its meeting on 16 April 2008, Audit Committee had requested that a full audit review of the initiative should take place at its meeting on 8 October 2008.

2. Mr I’Anson’s initial priority on taking on the Chairmanship of NUIB had been to clarify the structure of the Board and the roles and remits of its members. Two of the founding members of NUIB had recently resigned and it was possible that new members would be invited to join the board.

3. At the most recent NUIB board meeting, it had been agreed that NUIB should be operated as a University business, due to the University continuing to be the sole owner. In future, spin-out companies would be operated at arm’s length and an appropriate shareholder’s agreement would be put in place. The University would retain a minority holding in the spin-out companies.

4. Despite the decision of the Economic Development Board of Singapore not to grant support for an Institute for Translational Research, there still remained a possibility of establishing translational research ventures with institutions in Singapore. It was recommended that the University should take the lead role if such ventures were to take place.

5. The decision to close NUBallast in Singapore and to reincorporate it in the UK, or elsewhere, resolved the tax issues which had previously been a concern. NUEnergy had
won a number of contracts in Singapore and, as a result, it had been decided that it should remain a Singapore-based company.

6. It had been established that, at current rates of expenditure, it would be possible for NUIB to operate for one year longer than originally expected.

Resolved that:

(i) Council express its thanks to Mr I’Anson for clarifying the situation in relation to NUIB.

(ii) Council express its thanks also to Professor Page and Mr Farnhill for their contribution to the Singapore initiative.

86. REPORT FROM AUDIT COMMITTEE

Received a Report from the meeting of Audit Committee held on 16 April 2008. [Circulated with the Agenda as Document F. Copy filed in the Minute Book.]

Noted that the date under the External Audit section of the report (C(a)) should be amended to 31 July 2008.

87. UNIVERSITY BUDGET SETTING PROCESS 2008-09

Considered a Report from Executive Board. [Circulated with the Agenda as Document G. Copy filed in the Minute Book.]

After noting that:

1. The budget included an allocation for each of the cross-cutting Pro-Vice-Chancellors which was intended to support the strategies of the three core functions; teaching and learning, research and innovation, and engagement. This funding was to be taken from the strategic funds. Council expressed its support for this decision.

2. The Faculty of SAgE had made a commitment to reduce and eliminate its deficit by mid-2010 and would need support in achieving this.

3. The University had achieved good financial results over a number of years which had enabled it to fund several capital projects without recourse to long-term borrowing.

4. Income from overseas fees was expected to increase by £3m to £25m. The performance of INTO helped to give confidence in this area.

5. Inflation remained the main threat to costs. The 1 October 2008 pay award was likely to be greater than 2.5%. The budget had been prepared to allow for an increase of 3.5%.

6. The University would soon learn whether it was required to increase its contributions to the Universities Superannuation Scheme. An increase of 1% would cost the University an additional £800,000. There was a contingency fund of £3.5m within the budget and the
possible introduction of a salary sacrifice scheme could result in savings of £0.5m which would help offset the cost of any increase.

7. It was explained that the budget was intended to support the University’s vision. The University was investing at the same rate as many comparator institutions. Strategic funding of £10.5m was available, which put the University in a strong position.

8. There had recently been six new appointments to the Senior Management Team and it was considered prudent to employ caution with the budget at this stage. The budget was consistent with the University’s business plan and resources were being made available to responsible individuals to enable improvements to be made and objectives to be achieved. Once the newly-constituted Senior Management Team had been in operation for an appropriate length of time the budget would be reconsidered to determine whether any changes were required in order to further the University’s vision.

Resolved that:

(i) The budget for 2008-09, as set out in Document G, be approved.

(ii) Council express its thanks to Mr Farnhill for his excellent stewardship of the University’s finances over many years.

(iii) Document S, HEFCE’s Assessment of Institutional Risk, be formally received. (See also minute 98 below.)

88. KEY PERFORMANCE INDICATORS (KPIs) : REGIONAL ENGAGEMENT AND COMMERCIALISATION

Reported that it was proposed to ask Council to consider, in detail, one or two KPIs at each meeting, following approval of the overall framework by Council at its October meeting.

Considered a paper from Professor A C Stevenson, Pro-Vice-Chancellor (Planning and Resources) on the KPIs, ‘Regional Engagement’ and ‘Commercialisation’.

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

Noted that:

1. In terms of Commercialisation, the University had witnessed a healthy increase in student entrepreneurial activities and was also in a good position in terms of services rendered. The University was actively pursuing strategies in all areas of its commercialisation activities in order to further improve its performance.

2. It was suggested that it would be useful for Council to be provided with an explanation of reporting routes for services such as the Business Development Directorate. It was agreed that this would be provided once the portfolios of the Senior Management Team had been finalised.

3. The engagement agenda had a strong regional focus and was closely linked to the University’s teaching and learning and research and innovation activities.
4. The impact of the closure of a number of University museums could be seen in the figures presented in Document H. The Great North Museum would reopen in the spring of 2009 and it would be important for the University to play a role in rebuilding visitor numbers.

5. Great efforts had been made by the Regional and Special Projects team within the Business Development Directorate to secure funding from the Regional Development Agency.

89. SELECTION AND APPOINTMENT OF HEADS OF SCHOOL

Reported that since the job summary document for Head of School had been confirmed by Senate and Council, it was now appropriate to consider the selection process and the terms of appointment for this role.

Considered a recommendation from Senate that Council approve the recommendations from Executive Board in a paper prepared by Mrs V S Johnston, Director of Human Resources.

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

Resolved that recommendations (i)-(iv) in Document J be approved.

90. ANNUAL REPORT FROM ETHICS COMMITTEE

Considered:

(a) The Annual Report from Ethics Committee.

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

(b) A recommendation from Senate that Council approve the Preliminary Assessment Form on the understanding that it would be amended by Ethics Committee in the light of comments made by Senate at its meeting on 29 April, recommendations from Research Councils UK and the Committee’s own experience of working with it on a day-to-day basis.

After noting that:

1. It was the role of Ethics Committee to determine the overall policy and procedure for the ethical consideration of research projects. Faculties were able to prepare their own procedures based on those provided by Ethics Committee. Ethics Committee was also responsible for considering major policy issues and for reviewing the activities of the faculty committees.

2. A number of undergraduate disciplines now required students to demonstrate that they had considered the ethical implications of their research projects. It had been proposed that all research projects should be subject to a light-touch initial assessment to determine the extent of ethical scrutiny needed by the faculties. The Preliminary Ethical Assessment Form had been developed to determine whether formal ethical approval was required.

3. At its meeting on 29 April 2008, Senate had considered the possibility of amending the existing ‘blue form’ process to remove the need to introduce another form. It had been agreed, however, that the checklist provided on the Preliminary Ethical Assessment Form would be retained and amended in the light of Senate’s comments.
Resolved that the above recommendation be approved.

91. ESTATES AND CAPITAL PROJECT COMMITTEE STRUCTURE

Considered a Report from Executive Board.
[Circulated with the Agenda as Document L. Copy filed in the Minute Book.]

Resolved that:

(i) An Estate Committee be established with immediate effect to replace the Estate Planning and Development Group, with membership and terms of reference as set out in Annex II to Document L, subject to the following amendment:

delete: A representative from each faculty, appointed by Council
substitute: A representative from each faculty, appointed by the faculty

(ii) Mr N Blezard be appointed Chairman of the Estate Committee with immediate effect to 31 July 2011.

(iii) Any member of Council willing to serve as Council’s second representative on the committee should contact the Chairman of Council.

92. MEDICAL CAMPUS IN MALAYSIA
(Minute 34, 10.12.2007)

Considered a progress report from Executive Board.
[Circulated with the Agenda as Document M. Copy filed in the Minute Book]

After noting that:

1. In February the University had received a formal invitation to establish a branch campus for medicine in Johor. As a consequence of this, additional conditions had been introduced which required the University to obtain accreditation certification from the Malaysian Qualifications Agency before it could advertise for staff and students. As a result, it was unlikely that the original target date for the completion of the project would be met.

2. Document M detailed the three possible scenarios now available to the University. Of these scenarios, it was Executive Board’s preference to delay the commencement of the programme in Malaysia from 2009 to 2010. If, however, the South Johor Investment Corporation (SJIC) was unable to delay the enrolment date, it had been suggested that they could be requested to provide Newcastle with 40 fully funded studentships with straight A students attached, who would enrol in 2009. Executive Board was content to pursue this option as a second choice, providing suitable students were available.

3. The Pro-Vice-Chancellor (Medical Sciences) informed Council that he had recently received confirmation from SJIC that they would be able to offer 80 students for interview.
Resolved that:

(i) Council take note of the new information presented by the Pro-Vice-Chancellor (Medical Sciences) and refer the item back to Executive Board for a recommendation.

(ii) Council delegate to the Chairman, Vice-Chairman and Honorary Treasurer its authority to approve Executive Board’s recommendation.

93. 2007 EMPLOYEE OPINION SURVEY : ACTION PLAN

(Minute 36, 10.12.2007)

Received a Report from Mrs V S Johnston, Director of Human Resources.
[Circulated with the Agenda as Document N. Copy filed in the Minute Book.]

94. PRO-VICE-CHANCELLORS (RESEARCH AND INNOVATION) AND (ENGAGEMENT)

Reported that:

(a) The Selection Committees for the above positions met on 1 and 2 April 2008 respectively and recommended the appointment of Professor Nicholas Wright as Pro-Vice-Chancellor (Research and Innovation) and the appointment of Professor Paul Younger as Pro-Vice-Chancellor (Engagement), both for an initial period of five years with effect from 1 May 2008.

(b) The Vice-Chancellor emailed members of Senate to obtain their approval of the above recommendations and the Chairman of Council approved the appointments on behalf of Council.

95. SCHOOL OF NATURAL SCIENCES - CHANGE IN TITLE

Considered a recommendation from Executive Board and Senate that the name of the School of Natural Sciences be changed to the School of Chemistry from 1 August 2008.

Noted that:

1. The proposed change was a natural consequence of three major internal factors:

   (i) The significant growth in undergraduate student numbers on mainstream Chemistry programmes arising from the award by HEFCE of 30 Additional Student Numbers starting in September 2008.

   (ii) The fact that the final students on mainstream Physics degrees would graduate in June 2008.

   (iii) The decision taken early in the RAE 2008 process not to make a return to the Physics Unit of Assessment.
2. In addition, there was a growing body of evidence that suggested that “Natural Sciences” was ineffective for marketing purposes, and confusing for many of our external stakeholders.

Resolved that the name of the School of Natural Sciences be changed to the School of Chemistry from 1 August 2008.

96. FEES SCHEDULE 2008-09

Considered the Fees Schedule for 2008-09, which had been endorsed by Executive Board and approved by Senate, subject to the agreement of Council.

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

Resolved that the Fees Schedule for 2008-09 be approved.

97. MEMBERSHIP OF NOMINATIONS COMMITTEE

Considered a recommendation from the Chairman, following consultation with the Vice-Chancellor, that Mr P M Johnson be re-appointed as a member of Nominations Committee from 1 August 2008 to 31 July 2011.

Resolved that Mr P M Johnson be re-appointed as a member of Nominations Committee from 1 August 2008 to 31 July 2011.

98. HEFCE’s ASSESSMENT OF INSTITUTIONAL RISK

Received a letter from HEFCE dated 31 March 2008 which confirmed that their overall assessment at this time was that the University was not at higher risk.

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

99. REPORTED BUSINESS

Received, for information, 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 T. Copy filed in the Minute Book.]

RESERVED BUSINESS

100. REPORT FROM FACULTY APPOINTMENT BOARDS

Reported that, in accordance with agreed procedures, the Chairman of Council had approved recommendations in a Report from Faculty Appointment Boards on behalf of Council.

[Circulated with the Agenda as Document O. Copy filed in the Minute Book.]
101. **REPORT FROM FACULTY PROMOTIONS COMMITTEES**

   Reported that, in accordance with agreed procedures, the Chairman of Council had approved recommendations in a consolidated Report from Faculty Promotions Committees on behalf of Council.

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

102. **REPORT FROM THE STATUTORY COMMITTEE ON PROMOTIONS TO PERSONAL PROFESSORSHIPS AND READERSHIPS**

   Reported that, in accordance with agreed procedures, the Chairman of Council had approved recommendations in a Report from the Statutory Committee on Promotions to Personal Professorships and Readerships on behalf of Council.

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