NEWCASTLE UNIVERSITY

SENATE

20 March 2018

Present: The Vice-Chancellor and President (in the Chair), Professor David Burn, Professor Suzanne Cholerton, Professor Richard Davies, Mr Mike Davison, Professor Julie Sanders, Professor Nick Wright, Professor Phillip Wright, (Pro-Vice-Chancellors), Dr Phil Ansell, Professor Caroline Austin, Professor Paul Christensen, Miss Sarah Craggs (Welfare and Equality Officer, Students’ Union), Professor Nicola Curtin, Dr Lindsey Ferrie, Dr Stacy Gillis, Dr Ruth Graham, Professor Nigel Harkness, Dr Joan Harvey, Dr Helen Jarvis, Professor Peter Jorgensen, Dr Phillip Lord, Dr Andrew Pike, Professor Jane Pollard, Mr George (Ronnie) Reid (President, Students’ Union), Professor Klaus Schoefer and Professor Jackie Leach Scully, Mr Rowan South (Education Officer, Students’ Union), and Miss Holly Waddell (elected member, Students’ Union).

In attendance: Mrs Lesley Braiden (Academic Registrar), Mr Richard Dale (Executive Director of Finance), Mrs Judith Whitaker (Executive Director of HR) and Dr Simon Meacher (Executive Officer, Governance).

Apologies: Dr Emma Foster, Professor Nigel Harkness, Dr Nick Megoran, Professor Chris Seal, and Professor Brian Walker.

MINUTES

48. MINUTES

The Minutes of the meeting of Senate held on 23 January 2018 were approved as a correct record and signed.

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

49. MATTERS ARISING FROM THE MINUTES

Noted that: there were no matters arising.

50. VICE-CHANCELLOR AND PRESIDENT’S BUSINESS

Received the Vice-Chancellor and President’s report. Highlights of this report are discussed below.

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

Reported:

1. Deaths

That Senate received a report on deaths recently announced by the University.

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

2. Major Review of Post-18 Education
That on Monday 19 February the Prime Minister had announced a major review of post-18 education with a focus on four key themes: access, student choice and competition, value for money, and skills. The wide-ranging review reflected the government’s apparent desire for differential tuition fees, and would be informed by independent advice from an expert panel from across post-18 education, business and academia chaired by Philip Augar, a former non-executive director of the Department for Education. The panel’s report would be published at an interim stage and the review will conclude in early 2019. Both the Vice-Chancellor and President, as well as the President of the Students’ Union, have written to the Higher Education Minister, Sam Gyimah MP, with an invitation to visit the University.

3. QS World Rankings

That the QS World University Rankings by subject were published on 28 February, and placed the University as one of the top institutions globally, featuring 28 of its subjects across all three faculties – the highest ever number for the University. The global survey of over 1,100 universities ranked five of Newcastle’s subjects in the top 100 for the quality and impact of research: Architecture, Linguistics, Anatomy, Dentistry and Geography.

4. International Student Barometer 2017

That the results of the latest International Student Barometer survey again demonstrated a high level of overall satisfaction amongst our international students. 93% of respondents in the survey stated that they were satisfied with the University overall. This placed Newcastle two percentage points above its benchmark groups. The University’s response to the results will focus on supporting international students in forming friendships with UK students, and with students of other nationalities. A review of the separate international induction week in light of practice at other comparator universities would also take place.

5. IMarEST Outstanding Contribution to Education

That the Marine Technology group at the Newcastle University International Singapore campus had been chosen by IMarEST as the winner of the Institute’s prestigious Outstanding Contribution to Marine Education Award for 2017. The award recognised the achievements of those who were contributing to improving marine education.

6. HEFCE Catalyst Fund Success

That the University had been successful in securing over £125,000 from HEFCE’s Catalyst Fund programme, and matching industry funding, providing a total of £251,000, for the project: “Closing the skills gap and supporting the Industrial Strategy through curriculum development”. The project was led by Dr Matthew Forshaw, Lecturer in Data Science in the School of Computing, and aimed to address the national data analytics skills shortage with the co-creation of an industry-led Data Science MSc programme.

7. £5.2million for Doctoral Training

That the University had been awarded £5.2million by the Engineering and Physical Sciences Research Council (EPSRC) to support around 64 doctoral studentships in engineering and science subjects starting in September 2018. The funding was part of the government’s drive to ensure that the next generation of engineers and scientists will continue to thrive under its Industrial Strategy. The EPSRC award also supported the University’s investment in Early Career Researchers by providing Doctoral Prize Fellow positions.

8. NICE AdviSeMe Prize
That NICE had announced that Newcastle University is the first winner of the NICE AdviSeME Prize for its novel prognostic skin cancer test. The test, called AMBlor, aimed to improve the detection and prognosis of patients diagnosed with early stage melanoma. The test had been developed by Professor Penny Lovat and colleagues at the Institute of Cellular Medicine. It was undergoing further clinical validation and should be launched within 2 years.

9. **£42million for Energy Storage Research**

That the University had been awarded a share of £42 million in new government funding from the Faraday Institution in a bid to address some of the battery challenges faced by industry. Led by academia – including experts from Newcastle University led by Professor Phil Taylor (Deputy Pro-Vice-Chancellor of the Faculty of Science, Agriculture and Engineering) – in collaboration with key industry partners, the projects will focus on four key areas: extending battery life, recycling and re-using batteries, next generation batteries and battery system modelling.

10. **High Performance Computing**

That a launch event had been held at the Urban Sciences Building on 7 February for the University’s new High Performance Computer (HPC) Service. The University had invested £2m in this new service, which was intended to facilitate more and better research by improving our capability for undertaking computationally-based research. The event was attended by some 100 academic and research staff from all three faculties and included a half-day research showcase during which existing HPC users presented their work.

11. **Dean of Business and Innovation**

That Professor Nick Wright’s term of office as Pro-Vice-Chancellor Innovation and Business was due to end on 31 July 2018. Executive Board had agreed that, from this time, the position of Pro-Vice-Chancellor Innovation and Business would be replaced by a cross-cutting role of Dean of Innovation and Business, with Professor Brian Walker, Pro-Vice-Chancellor, Research Strategy and Resources, assuming overall responsibility for this wider portfolio.

12. **Goldman Professor**

That Newcastle University Business School had appointed Alison Shaw as its new Goldman Visiting Professor. Alison was the founder of the North East Futures University Technical College (UTC), which would open in Newcastle in September 2018 and specialise in equipping young people aged 14 – 18 with the skills to pursue careers in IT and Health Sciences. Among the areas Alison aimed to contribute to while in the role of Goldman professorship are working with academics, students and alumni to consider and prepare for the future of work and help people develop the leadership and employability attributes, entrepreneurial thinking and innovative behaviours that would be needed.

13. **Boards of Faculties**

That the rules and procedures governing Boards of Faculties had been clarified. At its meeting on 23 January 2018, Senate had agreed on a new definition of academic staff for the purposes of elections of staff to serve on Senate and to vote in such elections to include all staff on Grade E and above. In accord with Statute 32, which states that the membership of Academic Board is defined by Senate, Senate was now being asked to approve a similar change to include all staff on Grade E in the membership of Academic Board.
Senate, 20 March 2018

Noted that:

1. The Urban Sciences Building was already over-capacity, and that this gave rise to concerns that the University’s forward-planning had not been carried out appropriately. The building was larger than had originally been planned, however, and was constructed at a cost as great as the University’s capital plan would permit.

Resolved that Senate approve the change to the membership of Academic Board and permit all staff on Grade E and above to be members.

51. SUMMARY REPORT FROM COUNCIL, 19 FEBRUARY 2018

Received a summary report from the meeting of Council that took place on 19 February 2018.

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

52. ANNUAL REPORT ON STUDENT CASEWORK

Received the Annual Report on Student Casework from Professor Suzanne Cholerton, on behalf of Executive Board.

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

Noted that:

1. There had been a 23% increase in the number of formal Academic Appeals submitted (from 75 in 2015-16 to 92 in 2016-17). It was believed that this increase might be due, in part, to staff and students becoming more familiar with the new Academic Queries and Appeals Policy.

2. The number of formal complaints had decreased to 33 in 2016-17 from 41 in 2015-16. Although fewer in number, the majority of complaints submitted for investigation were complicated, taking longer to investigate than the OIA’s recommended timeframe.

3. There had been a noticeable increase in the number of major assessment irregularities involving plagiarism, along with a rise in allegations of students using ‘essay mills’ to purchase essays, which were difficult to investigate.

4. The number of disciplinary cases had also risen from 242 in 2015-16 to 319 in 2016-17. This included a wide variety of misconduct cases, from minor public order offences and anti-social behaviour, to more serious cases. There had been a noticeable rise in reports of sexual harassment and unwanted social media contact. The work of the Changing the Culture Group in raising the profile of sexual harassment and its reporting may in part explain this.

5. The information provided included details of the time taken to deal with complaints and appeals, as requested by Senate when it considered the previous year’s report in March 2017.

6. The Students’ Union reported a fall in the number of serious disciplinary cases in the current year, which may in part be due to the Students’ Union and University joint Respect campaign.
7. The number of Personal Extenuating Circumstances (PEC) cases had increased over the last few years, and concern was expressed about the impact on academic staff workload of dealing with PEC cases. A further rise was expected in next year’s figures as a result of current industrial action and consideration should be given to how to disaggregate such cases when looking at the overall picture.

8. There had been a significant rise in PEC applications for Board of Examiners’ discretion, which may be explained in part due to the introduction of the online PEC system and enhanced reporting. It was suggested that clarifying the student-facing wording on the online system may make submissions less likely.

53. GUIDANCE ON PROGRAMME DELIVERY AND ASSESSMENT FOR USE IN THE EVENT OF AN EMERGENCY SITUATION

Received a paper from Professor Suzanne Cholerton, on behalf of Executive Board
[Circulated as Document E. Copy filed in the Minute Book.]

Noted that:

1. The University’s General Regulations included provision for alternative arrangements to be followed in emergency circumstances, if a University-wide emergency had been declared by a resolution of Senate.

2. In accordance with General Regulation W.75, an emergency situation meant any event beyond the reasonable control of the University, including without limitation, strikes or other industrial disputes.

3. Members of Senate were invited to discuss and comment on the proposed revised Guidance, which would empower Deans, Heads of Academic Units, Directors of Excellence in Learning and Teaching (DELTs), Chairs and Conveners / Secretaries of Boards of Studies, Boards of Examiners and Personal Extenuating Circumstances (PEC) Committees to take decisions and responsibilities relating to procedures and approaches which fell outside the normal regulations, in order to protect the interests of students, and the maintenance of academic quality and standards, in the event that an emergency was declared through a resolution of Senate.

4. The University and College Union were in discussions with local branches on a second phase of strike action, the aim of which would be to disrupt the assessment season substantially.

5. Were an emergency to be declared, it would be in place until the end of the current academic year. In accordance with Section 2 of the Standing Orders of Senate, an extraordinary meeting could be requested, at which Senate may consider whether to discontinue the emergency.

6. The latest version of the Guidance on Programme Delivery and Assessment for Use in the Event of an Emergency Situation had been developed in the light of the current circumstances, to assist in the mitigation of detrimental impact on students, should an emergency be declared by Senate. There had been some significant additions and changes to the previous versions of the guidance, including clarity on role-holders’ responsibilities, programme delivery, assessment deadlines and timescales, the setting and marking of assessments, and, to mitigate impact on students in subsequent years, co- and pre-requisite modules.
7. The guidance had been prepared by the PVC Learning and Teaching and Academic Registrar, in consultation with the Chair of the Regulations Working Group, Student Progress Service, Learning and Teaching Development Service, and taking account of comments from Executive Board, Faculty Deans and Directors of Faculty Operations.

8. There was concern about the potential for inconsistency of approach to examinations and assessment within schools and faculties. The University had taken a joined-up approach to determine the implementation of the guidance in order to mitigate this risk, and was confident that it was taking every measure possible to ensure that academic standards were maintained. It was also suggested that Senate should receive a report on the action that had been taken in keeping with the emergency guidance once the emergency situation had ended.

9. A member of Senate observed that using different methods, such as Blackboard or NUContacts, for the sharing of additional course information with students whose lectures had been cancelled could result in students receiving divergent amounts of information, which could then put some students at a disadvantage. The guidance empowered Heads of Academic Unit to be responsible for making all reasonable efforts to ensure that learning opportunities were provided to enable students to meet learning outcomes for their modules and programmes, but it was not clear how ‘reasonable’ should be defined. It was noted that module leaders could determine if a student could meet the learning outcomes for a module or programme, and therefore whether they were able to sit particular assessments.

10. An email would be sent to all students following the meeting of Senate. This communication would seek address questions raised by the Students’ Union about the options for delivery of content in lieu of cancelled lectures and would clarify the sovereignty of information. The Guidance would be revised to take account of the adverse effects of the industrial action on dissertation supervision.

11. A member of Senate observed that some Heads of Academic Unit had changed deadlines of mid-module assessments, and questioned whether they had authority to do this in advance of an emergency being declared by Senate.

[Secretary’s Note: The extension of mid-module assessment deadlines in the Faculty of Humanities and Social Sciences referred to above had been carried out following consultation with the Dean of Undergraduate Studies in their capacity as Chair of FLTSEC. There is provision within the University’s Policy on Submission of Assessed Work for policy exemptions to be granted by the Chair of FLTSEC.]

Resolved that, following a request for a vote by show of hands in each instance:

1. Senate declare a University-wide emergency.
2. Senate authorise the use of the Guidance on Programme Delivery and Assessment for use in the declared emergency.

54. FACULTY STRATEGIC PROGRESS REPORTS

Received: strategic progress reports from each Faculty.

[Circulated as Documents F-H. Copies filed the Minute Book.]

Noted that:

Faculty of Humanities and Social Sciences
1. Scoping work was underway for School X, which was envisaged as a conceptual home for new modes of programme delivery, as well as interdisciplinary and transdisciplinary research. The work extended across all three faculties and had potential for Newcastle distinctiveness in this area in the context of the developing University vision and strategy.

2. The Faculty had seen a steady increase in research income over the past three years, including an increase in research council income. Large awards reflected the Faculty commitment to supporting interdisciplinary research.

3. In terms of estates improvements, scenario planning for the redevelopment of the Claremont/Daysh complex was underway. Key project objectives were to ensure a variety of high quality flexible teaching rooms, active circulation spaces and social learning space. As a linked project, the faculty was working with SAgE to develop shared laboratory facilities in the Drummond Building.

4. Investment in staff had reduced the Faculty’s overall Student:Staff Ratio, and the Faculty had identified two key areas where strategic investment in staff would return significant benefits, being quantitative social sciences and leadership capacity in the Business School.

5. Active focus was being placed on ‘The Future of Work’. This gave prominence to graduate opportunities in the context of the developing Education and Place strategies. A University-wide stimulus event on this topic led by the Deputy Vice-Chancellor is planned for June 2018.

Faculty of Medical Sciences

1. The transfer of Pharmacy students and staff from Durham University had been successfully completed in August 2017, and the Faculty was now working closely with the General Pharmaceutical Council to secure full accreditation for the Pharmacy degree.

2. Nutrition had been transferred from the Faculty of Science, Agriculture and Engineering and integrated within the School of Biomedical Sciences. Overall student satisfaction with the Nutrition stood at 67%, and the Faculty had acknowledged that bringing this into line with student satisfaction with its other programmes would be particularly challenging.

3. NUMed in Malaysia was highly regarded and successful, and in the last year recruitment to the new NUMed foundation programme had surpassed expectations. Nevertheless there were some difficulties with staff retention (due mainly to local regulations) and student concerns with the availability of teaching accommodation at the NUMed campus that the Faculty were seeking to address.

4. The Faculty was keen to progress the design and development of ‘Plot 4’ on Richardson Road, with a target of September 2019 for completion. The development would significantly improve the teaching and learning environment and mitigate the risk of the Faculty failing to realise its true growth potential.

5. Ageing, supported by the development of the National Innovation Centre for Ageing (NICA), represented an opportunity to translate research to inform policy and practice in politics and society. It was suggested that the University could explore the possibility of working with external organisations, such as Microsoft, which were supporting ageing research in the UK.
Senate, 20 March 2018

6. The Faculty was looking to invest further in clinical research facilities, aiming to create a well-defined Diagnostics entity that would be attractive to industry partners and academic collaborators. It was suggested that the Faculty might consider how to establish more opportunities for students to undertake clinical research.

7. A bid had been submitted for an additional 75 student places for the MBBS course in response to call from HEFCE for an additional 1000 medical student places nationally. The bid had been strongly supported by regional NHS Trust partners and aimed to increase Widening Participation recruitment.

8. The five-year average for research income would decrease when reported next year. It was suggested that the Faculty could generate more income by seeking to do more research supported by research councils, and carry out a smaller proportion of research on funded by charities.

Faculty of Science, Agriculture and Engineering

1. The Science and Engineering Excellence transformational change project had seen the academic re-organisation of the Faculty into four Newcastle schools and a fifth academic unit in Singapore, realignment of academic and professional services staff to new academic units, and updated business processes. The project had also changed the Faculty business model to ensure that the Faculty was able to use resources in a more strategic manner, the development of the new Urban Sciences Building being one notable example.

2. A review of programmes and modules with low numbers had been carried out with consideration given to employability and market attractiveness, with regard to international recruitment in particular. Work was continuing to rationalise the number of low recruiting programmes, to identify growth areas and to price courses appropriately to maximise income.

3. Newcastle Research and Innovation Institute Singapore (NewRIIS) had opened during 2016-17, creating a focus for research, CPD and postgraduate study. Private Education Institution (PEI) status had been granted, allowing the University to deliver postgraduate training in the form of postgraduate research and taught courses.

4. A review of strategic partnerships was underway, with its aim to enable targeted academic visits. Industrial Advisory Boards had been reinvigorated throughout the Faculty’s schools, and industrial liaison managers had been appointed to enhance the student experience through industrial engagement.

55. STUDENT RECRUITMENT STRATEGIC PROGRESS REPORT

Received a paper from Professor Suzanne Cholerton, on behalf of Executive Board. [Circulated with the agenda as Document J. Copy filed in the Minute Book.]

Noted that:

1. The 2016-17 recruitment cycle showed a mixed picture in a competitive market. The University generally performed well in terms of Home undergraduate student intake and intake of widening participation students, but international numbers were significantly below target.

2. The key changes to highlight in terms of performance against strategic objectives were a failure to meet recruitment targets for home postgraduate students, and progress in meeting targets for UK fair access and international diversity.
3. There was a need to balance maintaining the quality of the student intake against the need to meet recruitment targets. It was possible that a cultural shift was taking place, whereby the traditional perception of the quality of students available through Clearing would no longer apply, since there was a growing trend of students choosing not to apply to university via UCAS and instead use Clearing to negotiate for themselves a place at the best possible institution.

4. The University had chosen to increase fees for international students, although these were currently at an average for the sector. The impact of the fee increase on recruitment was not yet known.

5. Dependency on levels of recruitment from particular countries was being monitored. Continued over-reliance on recruitment from China, for example, presented a significant risk to revenue and the quality of the student experience in some subject areas.

6. It was important to work collaboratively with academic units to identify international recruitment markets.

7. In terms of recruitment of home students, the University was not alone in experiencing a fall in the current recruitment cycle, however it was faring worse than its comparator group.

8. Diversity in terms of widening participation remained an issue in the Faculty of Medical Sciences, and the factors behind this would be looked into.

56. GENDER PAY GAP

Received a report from the Executive Director of Human Resources.

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

Noted that:

1. Under new gender pay gap regulations, the University was required to report on a number of key gender pay data sets and publish the information both externally and on its own webpages. Council had approved the report for publication at its meeting on 19 February 2018.

2. The mean pay gap between female and male staff was 20.4%, compared with a Russell Group average of 21.7%. Although there were mitigating factors such as long-term structural issues across the sector and the way in which the University employs some of its operational staff, there is an urgency to address and narrow this pay gap.

3. In terms of bonus pay, the University’s pay gap was the lowest in the Russell Group at 49%. This figure was very significantly affected by the classification of Clinical Excellence Awards as bonus pay, a standard agreed across the sector.

4. The University would be taking action to reduce significantly the gap over the next few years, with a focus on sustainable action over a range of policies and procedures within all staff grades which will combine to make a positive difference. This will include the ongoing major review of the Academic Promotions Process, and the new Returners Programme, aimed at providing extra support for those returning to work after a long period of absence, such as Maternity or Carer’s Leave.
Senate, 20 March 2018

57. INTO ANNUAL REPORT

Received a report from the Pro-Vice-Chancellor Engagement and Internationalisation. [Circulated with the agenda as Document L. Copy filed in the Minute Book.]

Noted that:

1. The report provided an overview of 2016-17 performance and 2017-18 recruitment for both INTO joint ventures: INTO Newcastle University and Newcastle University London.

2. In 2017, 18.7% (475 of 2,537) of the University’s International fee paying new entrants progressed to Newcastle University from INTO academic pathway programmes, contributing £7.6m in tuition fees. Total fee income from both new and continuing students previously registered on INTO academic pathway programmes is estimated to be £16.1m in 2017/18, or 23.1% of international fee income.

58. PRO-VICE-CHANCELLOR HUMANITIES AND SOCIAL SCIENCES

Senate was asked to endorse a recommendation from the Joint Selection Committee on the Appointment of a new Pro-Vice-Chancellor Humanities and Social Sciences with effect from 1 September 2018.

Resolved that Senate endorse the appointment of Professor Nigel Harkness as Pro-Vice-Chancellor Humanities and Social Sciences, subject to the approval of Council.

59. RECRUITMENT AND SELECTION OF HEADS OF ACADEMIC UNIT

Received a report from the Executive Director of Human Resources, on behalf of Executive Board. [Circulated with the agenda as Document M. Copy filed in the Minute Book.]

Noted that:

1. The procedures submitted for Senate’s consideration had been endorsed by Staff Committee in May 2017 and were already in use. The revised procedures reverse the previous iteration of the policy and state that the default position for Heads of Academic Unit roles would be recruited internally.

2. Where a recruitment campaign was on an internal only basis, the potential opportunity should be brought to the attention of all staff in the University, not just within the relevant unit.

3. The appointment panel for new Heads of Academic Unit should also include a representative from the relevant unit.

4. It was suggested that recruitment campaigns should be conducted externally as well as internally, as this would help to avoid perceptions of unconscious bias about the process.

5. There was an annual process conducted by the Vice-Chancellor and President, Faculty Pro-Vice-Chancellors, Registrar and Executive Director of Human Resources, whereby training opportunities for potential future heads and deputy heads of academic unit were identified. Academic units provided considerable input to this process.
6. It was suggested that details of opportunities potential future heads of unit should be circulated across the institution to avoid unconscious bias and alert others, who might otherwise be unaware, of their existence.

7. University communications in this area would improve as a result of a review of learning and development opportunities by Organisational Development. Furthermore, a major review of the academic promotions process was underway and there was a Senate-appointed member on the review group. The University’s Engage and Smile campaign was also aimed at encouraging all staff to be the best they could be.

8. A member of Senate requested that the committee have a more in-depth discussion of internal academic recruitment and talent management at a future meeting.

Resolved that Senate endorse the revised procedures.

60. ACADEMIC DISTINCTIONS – TITLE OF PROFESSOR EMERITUS (STATUTE 29(4))

In accordance with Statute 29(4), Senate may accord the title of Professor Emeritus on professors retiring from the University.

Senate was asked to approve the proposal in the attached report from the Vice-Chancellor, following consultation with the Faculty Pro-Vice-Chancellor, for the conferment of the title of Professor Emeritus.

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

Resolved that the title of Professor Emeritus be conferred on:

Professor Neill Marshall with effect from 1 April 2018.

61. MINUTES FROM COMMITTEES OF SENATE

The following meetings of Senate committees have taken place and the minutes from each committee were provided for information:

a) University Engagement Committee: 24 January 2018
b) University Research Committee: 18 December 2017 and 29 January 2018

[Circulated with the agenda as Documents O and P. Copies filed in the Minute Book.]

62. ANNUAL REPORT FROM ETHICS COMMITTEE

Received the annual report from University Ethics Committee.

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

63. ANNUAL REPORT FROM THE GREAT NORTH MUSEUM BOARD

Received the annual report from the Great North Museum Board.

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

64. STANDING ORDERS OF SENATE

Received a revised version of the Standing Orders of Senate.
65. **SENATE ELECTIONS**

Received a paper from Dr John Hogan, Registrar.

[Circulated with the agenda as Document T. Copy filed in the Minute Book.]

66. **EDUCATION STRATEGY – CONSULTATION**

Members of Senate were encouraged to engage with the consultation process on the new Education Strategy.

67. **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 Chair of Council on behalf of Council, and by other University bodies and Chairs.

[Circulated with the agenda as Document U. Copy filed in the Minute Book.]