NEWCASTLE UNIVERSITY

SENATE

26 June 2018

Present: The Vice-Chancellor and President (in the Chair), Professor Julie Sanders (Deputy Vice-Chancellor), Professor David Burn, Professor Suzanne Cholerton, Professor Richard Davies, Professor Brian Walker, 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 Emma Foster, Professor Nigel Harkness, Dr Joan Harvey, Dr Phillip Lord, Dr Nick Megoran, Professor Jane Pollard, Mr George (Ronnie) Reid (President, Students’ Union), Professor Jackie Leach Scully, and Mr Rowan South (Education Officer, Students’ Union).

In attendance: Dr John Hogan (Registrar) and Dr Simon Meacher (Executive Officer, Governance).

Apologies: Mr Mike Davison, Dr Stacy Gillis, Dr Ruth Graham, Dr Helen Jarvis, Professor Peter Jorgensen, Dr Andrew Pike, Professor Klaus Schoefer, Professor Chris Seal, Miss Holly Waddell (elected member, Students’ Union), and Professor Nick Wright.

Dr Kirsty Steed was present for Minutes 85 and 86.

Mrs Lynne Howlett and Mrs Lisette Nicholson were present for Minute 87.

Dr Paul Fleet (Deputy Head of the School of Arts and Cultures) was present for Minute 93.

81. MINUTES

The Minutes of the meeting of Senate held on 1 May 2018 were approved as a correct record and signed.

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

82. MATTERS ARISING FROM THE MINUTES

Noted that:

1. It was confirmed that the School of Engineering had withdrawn the proposed Probation Policy (Minute 70, 1.5.18).

2. Concern was expressed about a proposed new academic staff workload model and approach to defining staff outputs in the School of Engineering which includes EvaSys module evaluation results. The proposals are subject to consultation and no decisions have been taken about their implementation, however, the Pro-Vice-Chancellor SAgE was aware of the academic literature that argued against the use of such metrics for line management purposes and would discuss this with the Head of School.
Resolved that Senate discuss the contested use of student survey scores for staff management issue as opposed to teaching enhancement purposes at a future meeting.

83. 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:

a. QS World University Rankings

The University had moved up 20 places in the latest QS World University Rankings into the top 150, to 141st from 161st. Newcastle was also placed 119th out of 1,011 institutions for graduating the best students.

b. Queen’s Birthday Honours

Received a report on Queen’s Birthday Honours.

Resolved that Senate record its congratulations to all concerned.

c. Intensive Industrial Innovation Programme

The Intensive Industrial Innovation Programme (IIIP) would see Durham, Newcastle, Northumbria and Teesside universities work directly with small and medium sized enterprises (SMEs) to develop new services and products for the market. The three-year programme has been funded by £2.2m from the European Regional Development Fund (ERDF), with additional funding of £1.7m coming from the four partner universities. A total of up to 48 SMEs will each be supported by a dedicated PhD research student, as well as access to senior academic researchers and university research facilities. IIIP, together with Arrow and the Northern Accelerator, was contributing a total of c.£7m of funding for this important agenda.

d. Faculty of Medical Sciences

An external strategic review of the Faculty of Medical Sciences, chaired by Professor Sir John Savill, was scheduled for the 9th and 10th July. The panel, which comprised six senior UK academics with a broad range of teaching and research backgrounds, would provide an unbiased view of the Faculty’s strengths and weaknesses, and our external profile, in the context of the current national and international HEI landscape.

The advice received from this external review would inform an internal consultation across the Faculty, with the aim of engaging all Faculty staff to devise a forward-looking, progressive strategy, fully integrated with the wider University Vision and Strategy. To help the Faculty to address current shortcomings and to make real improvements relative to its competitors at home and abroad.

Noted that:

1. Concern was expressed about the timing of the review, the approach to internal consultation, and potential risk to reputation and ranking through external involvement. There would be full consultation with staff, and external strategic
reviews were standard practice in Medicine and related subjects. The Deputy Vice-Chancellor and Pro-Vice-Chancellor SAgE would provide cross-faculty input.

2. 21 members of staff in the Faculty of Medical Sciences (9 academic and 12 professional services) had taken voluntary severance between November 2017 and February 2018 when the scheme was open. This had released c.£850k per annum in salaries for the Faculty.

e. Staff Success

Received a report on individual staff appointments and awards. Senate was pleased to note the number of staff in receipt of academy membership.

**Resolved that Senate record its congratulations to all concerned.**

f. Dean of Sport

**Resolved that Senate approve the re-appointment of Dr Phil Ansell as Dean of Sport for a further three years from 1 August 2018 to 31 July 2021.**

g. Dean of Equality, Diversity and Inclusion

**Resolved that Senate approve the re-appointment of Professor Judith Rankin as Dean of Equality, Diversity and Inclusion for a further three years, from 1 August 2018 to 31 July 2021, and the renaming of Diversity Committee to University Equality, Diversity and Inclusion Committee with immediate effect.**

h. Annual Report from University Promotions Committee

Senate had been due to receive the annual report from University Promotions Committee and Faculty Promotions Committees. The process requires an external assessor to explain their knowledge of the individual being considered for promotion. As a result of this process, there had been a number of cases where the relationship between externals and promotion candidates had been too close to be objective, requiring alternatives to be sought. Due to a number of these external assessments still being outstanding, it was not possible to include the report on the agenda for this meeting. The report will be circulated to all members of Senate in July.

i. Reports from Senate Committees

**University Engagement Committee**

Professor Richard Davies reported that the Committee was proposing a revised Constitution and Terms of Reference in order to take account of changes to the University Vision and Strategy.

**Resolved that Senate approve the renaming of University Engagement Committee to University Engagement and Place Committee, and the revised Constitution and Terms of Reference.**

**University Internationalisation Committee**

Professor Richard Davies reported on successful visits to the University by delegations from Indiana, Pittsburgh and Xiamen universities, and highlighted the work carried out
by colleagues to develop global academic and employer contacts, which was in part responsible for the University’s improved position in the QS World Rankings.

**Resolved that Senate approve the revised Constitution and Terms of Reference for University Internationalisation Committee.**

**University Learning, Teaching and Student Experience Committee**

Professor Suzanne Cholerton reported that the Committee had recently approved new academic dress and parchment for the new Newcastle University – Singapore Institute of Technology joint awards. The Committee had also considered the annual Equality and Diversity report in relation to ethnicity, gender, disability, age, Low Participation Neighbourhoods (LPNs) and School Type at University and Sector level for undergraduate students. Postgraduate Taught data had been included for the first time for the first three characteristics. The Committee was also proposing a revised Constitution and Terms of Reference that took account of the University Vision and Strategy, the language of the University Statutes, and the emphasis on a holistic approach to providing a rounded education that supports all students to fulfil their potential.

Noted that:

1. Equality, Diversity and Inclusion data relating to students at the University’s branch campuses would be considered in future annual reports.

2. It was suggested that the Committee might benefit from the inclusion of additional members who were involved in the delivery of undergraduate teaching.

3. A large number of degree programmes in the School of Engineering had been withdrawn as a result of low student recruitment.

**Resolved that Senate approve the renaming of University Learning, Teaching and Student Experience Committee as University Education Committee, and the revised Constitution and Terms of Reference.**

**University Research Committee**

Professor Brian Walker reported that the Committee had held a discussion about Research Integrity, and agreed to consider a proposal regarding the provision of training for staff and students in due course.

84. **SUMMARY REPORT FROM COUNCIL, 11 JUNE 2018**

Received a summary report from the meeting of Council that took place on 16 April 2018.

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

Noted that:

1. Council had approved a business case for the redevelopment of the Claremont Bridge, Claremont Tower and Daysh Building involving a significant programme of work on the building interiors. Some members of staff in the School of Geography, Politics and Sociology had challenged the process by which consultation with staff about the redevelopment had taken place.

**Resolved that the concerns expressed at Senate be reported to Council.**
85. RESEARCH STRATEGY

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

Noted that:

1. The Strategy had been developed since September 2017 through extensive consultation. Senate had discussed the broad mission and aims at its meeting in January 2018, and an overview had been considered at the joint meeting of Senate and Council in April 2018. The Strategy would be considered by Council for approval at its meeting on 16 July 2018.

2. The aims of the Strategy were to:
   ▪ Nurture excellence research and innovation that expands fundamental knowledge, addresses societal and global needs, supports sustainable economic growth and promotes health and well-being;
   ▪ Equip staff and students at all career stages with the skills to contribute to research and development in the academic, commercial, public and voluntary sectors;
   ▪ Foster inter-disciplinary approaches and partnerships with businesses and external agencies that extend the reach and impact of our research.

3. The Strategy had been designed to capitalise on the strengths and untapped potential of the University’s research while overcoming the remediable barriers inhibiting success. It was targeted at protecting and enhancing the institution’s status as a research-intensive university and creating a thriving research environment. The Strategy would support staff in framing their research and working collaboratively.

4. A full strategic delivery plan would be developed once the Strategy had been approved, however, three key transformative initiatives had been identified that would take precedence over the coming months:
   ▪ The launch of Newcastle University Centres of Research Excellence (NUCoREs);
   ▪ The extension of the Newcastle University Academies;
   ▪ The introduction of the Newcastle University Academic Track programme.

5. Launching NUCoREs would consolidate the University’s research assets around coherent research domains to avoid duplication, enhance critical mass, prioritise investments, and provide a narrative for research activity that was understood inside and outside the University. Within three years, a portfolio of no more than 20 NUCoREs would replace the existing centres which currently numbered more than 50. These would be hosted within Faculties rather than Schools to facilitate cross-institutional reach while retaining access to Faculty-based support services.

6. Line management of research postgraduates would remain within the host Academic Unit. This could generate confusion with respect to current progression systems for research postgraduates, but it was believed that this was a surmountable problem, and that the Strategy was a vehicle for culture change to mitigate risks of this nature.

Resolved that Senate endorse the Research Strategy.

86. NEWCASTLE UNIVERSITY ACADEMIC TRACK

Received a report from Professor Brian Walker, on behalf of Executive Board.
[Circulated with the agenda as Document E. Copy filed in the Minute Book.]
Noted that:

1. The University needed to increase its ability to develop, attract and retain early and mid-career academic staff to ensure a thriving environment for research, teaching and engagement that would allow it to respond to challenges, expand fundamental knowledge and provide education for life. The University would expand its complement of early and mid-career academic staff through strategic investment in a Newcastle University Academic Track (NUAcT) scheme.

2. NUAcT would increase the University’s research power and intensivity, bridge the gap between academia and external partners, provide innovation in our teaching and grow the talent pipeline of the University. The NUAcT scheme would be sufficiently flexible to respond quickly to external funding initiatives that support research and skills escalation.

3. The scheme would contribute to Research intensivity by improving the vibrancy of the research environment and by accessing career development fellowships and other funding sources restricted to early career researchers. NUAcT would contribute to Research Power by growing numbers (increase by 18% over 10 years) of Teaching and Research appointments.

4. The NUAcT concept had been the subject of extensive consultation across the University, and the design had been developed significantly from feedback gathered as part of this consultation. Senate had considered the principles of the scheme at its meeting in January 2018. Council would be asked to consider the scheme for approval at its meeting on 16 July 2018.

5. It was the intention that the scheme would be flexible with respect to disciplines and cultural differences across faculties, and also to joint appointments in order to encourage inter-disciplinarity and knowledge exchange. It was also intended that NUAcT would be sector-leading in its commitment to Equality, Diversity and Inclusion, and would improve the diversity of research teams. Career breaks and flexible working would be taken into account when considering the progress of NUAcT fellows.

6. The University aimed to develop tailored NUAcT schemes aligned with external partners or with professional practice outside the University. This was envisaged as a way of addressing the need for greater engagement of professional practitioners with disciplines key to UK innovation and hence with contemporary research and development.

7. There could be the potential for negativity in relation to NUAcT from staff on Teaching and Research contracts for whom teaching was the largest proportion, where they perceived that teaching was the lesser activity. Concern was also expressed about the possibility of the increased casualization of teaching responsibilities. However, NUAcT would increase the University’s Teaching and Research capacity rather than erode teaching capability.

Resolved that Senate endorse the Newcastle University Academic Track scheme.

87. ENGAGE AND ASPIRE

Received a presentation from the Assistant Director of Human Resources (Organisational Development) and Assistant Director of Human Resources (Leadership Talent).

[Copy of PowerPoint slides filed in the Minute Book.]
Noted that:

1. Engage and Aspire was a Human Resources modernisation programme responding to the desire of staff for a culture that was collegial, supportive, respectful, aspirational and sustainable.

2. The project also sought to address feedback from staff that wished to see colleagues’ aspirations aligned with the University’s vision, strategy and values, and managers/reviewers who were effective coaches. Continuous improvement and ‘feedback in the moment’ are emphasised above process, documentation and a one size fits all approach.

3. A discovery phase, combining desk-based research and focus group consultation, was currently underway. The purpose of this was to understand the scope and variety of approach within the institution, draw on academic literature, and gain perceptions of good practice, the nature of contact and impact, for example.

4. It was positive that the programme sought to draw on academic research in the development of a new approach.

5. All reviewers should be fully trained and there should be a mechanism for changing reviewer. An approach that relied too heavily on recording and electronic systems should be avoided.

6. The discovery phase should reflect, amongst other things, that academic work is not based on line management structures, and the existence of cross-faculty mentoring schemes.

7. Senate would receive an update on the progress of Engage and Aspire following the conclusion of the discovery phase. Implementation of the revised approach was scheduled for September 2019.

88. BUDGET 2018-19

Received a presentation from the Executive Director of Finance.
[Copy of PowerPoint slides filed in the Minute Book.]

Noted that:

1. The budget for 2018-19 had been built against a backdrop of headwinds impacting the sector and a number of specific issues which needed to be addressed by the University. This included the launch of the new Vision and Strategy which sets the University’s direction of travel for the next decade, a clear aspiration to increase research income per academic FTE to the median for the Russell Group, concerns about student recruitment, and additional cash expenditure to cover increasing contributions and deficit recovery for the Universities Superannuation Scheme.

2. The budget for 2018-19 was based on net income of £562.5m, total expenditure of £533.2m, and a surplus of £32.2m (EBITDA £36.3m). In light of the identified risks, Executive Board had concluded that the contingency for 2018-19 should be increased from 1.0% of income (£5.7m) to 1.5% of income (£8.4m).

3. In the longer term, USS and future fees and funding arrangements for the sector presented significant uncertainty which needed to be balanced against the need to avoid “planning blight” as the University embarked on delivering its new strategy. The various sensitivities would be explored in greater depth in the medium term forecast.
which would be presented to Council for approval in July 2018. Much would depend on how the University fared during this summer’s Clearing period.

89. INTELLECTUAL PROPERTY POLICY

Received a draft revised University Intellectual Property Policy.

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

Noted that:

1. The revised policy had been the subject of consultation at Faculty Executive Boards, University Research Committee and Executive Board. Council would be asked to approve the policy at its meeting on 16 July 2018.

2. Three key changes had been made to the revised policy. Firstly, the existing Equity Casework Committee, whose current remit was solely to review spin out proposals, would be extended to take a strategic overview of all areas of University Intellectual Property although it was recognised that the majority of day to day decision making would rest with existing Faculty mechanisms.

3. Secondly, it was proposed to amend the profit share arrangements for Intellectual Property licencing to address those discoveries which generated the highest proceeds. It should be noted that this part of the policy was prospective rather than retrospective in its application.

4. Finally, the policy would amend the standard initial allocation of equity in University Spin-Outs to 60/40 in favour of academic inventors, from a ‘standard’ 75/25, which significantly deviated from the norm for comparative institutions. (Spin-outs from the Faculty of Medical Sciences had been working on this basis for the past two or three years as a result of the role of Newcastle upon Tyne Hospitals and the requirement from some funders that they should get a share of any benefit that the University received from commercialising Intellectual Property that they had funded).

5. In the event of disputes between multiple Originators over the sharing of Net Income from Commercialisation, or between Faculty Pro-Vice-Chancellors over agreement of when Net Income from Intellectual Property generation was available to share, the matter would always be decided by a member of University staff (in the latter case, the PVC Research Strategy and Resources).

90. 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 from the Vice-Chancellor, following consultation with the Faculty Pro-Vice-Chancellor, for the conferment of the title of Professor Emeritus.

Resolved that the title of Professor Emeritus be conferred on:

Professor Katherine Bushby with effect from 1 June 2018
Professor Paul Corris with effect from 1 July 2018
Professor Nick Europe Finner with effect from 1 August 2018
Professor Pali Hungin with effect from 1 June 2018
Professor David Hunter with effect from 1 August 2018
Professor Hans-Peter Klenk with effect from 1 August 2018
91. MINUTES FROM COMMITTEES OF SENATE

The following meetings of Senate committees have taken place and the minutes from each committee were provided for information
[Circulated with the agenda as Document H-L. Copy filed in the Minute Book.]

a) University Engagement Committee: 2 May 2018
b) University Internationalisation Committee: 17 May 2018
c) University Learning, Teaching and Student Experience Committee: 2 May 2018
d) University Research Committee: 23 April and 14 May 2018

92. FEES SCHEDULE

Receive a report on the proposed revisions to student fees for 2019-20 from Professor Suzanne Cholerton, Pro-Vice-Chancellor Education, on behalf of Executive Board.
[Circulated with the agenda as Document M. Copy filed in the Minute Book.]

Resolved that Senate approve the revisions to Home/EU undergraduate fees for 2019/20 as set out in Document M.

93. EMAIL PRINCIPLES

Receive a report on proposed institutional principles for the use of email.
[Circulated with the agenda as Document N. Copy filed in the Minute Book.]

Noted that:

1. The email principles had been developed in response to themes that had arisen in last Employee Engagement survey in regard to work/life balance, and the need for clear email etiquette and to reduce emails had also been highlighted at the recent Professional Service workshops. Executive Board had endorsed the principles for adoption across the University.

2. The concept behind the principles was that staff should not feel the need to respond to emails outside working hours, so that they could retain some work/life balance. The use of technology enables those who want to draft emails the option of doing this whenever they wish and to time the delivery appropriately.

3. Greater awareness was needed of how to delay sending of emails, and using Office 365 on different devices that were used for email. The guidance should allow for more flexibility on salutations within email messages. Thought also needed to be given to whether and how University IT systems, which generate email traffic, should be covered by the principles.

4. The guidance was supported in principle, however additional consultation with schools was needed prior to institution-wide implementation.
94. REPORT FROM PUBLIC LECTURES COMMITTEE

Received proposed revised Terms of Reference for Public Lectures Committee
[Circulated with the agenda as Document O. Copy filed in the Minute Book.]

Resolved that Senate approve the revised Terms of Reference for Public Lectures Committee.

95. MEMBERSHIP OF SENATE

Sabbatical Officers 2018-19

The following had been appointed Sabbatical Officers of the Students’ Union for 2018-19 and would be members of Senate for the same period:

President Mr Raffaello Marioni
Education Officer Mr Jonathan Hall
Welfare and Equality Officer Mr Jack Green

Student Representative on Senate

Miss Martha King had been elected by the Students’ Union as the student representative on Senate for 2018-19.

Senate Elections 2018

The following members of staff had been elected as Professorial and Non-Professorial members of Senate for a period of three years from 1 August 2018 to 31 July 2021.

Professor Gwyneth Doherty-Sneddon
Professor Stephanie Glendinning
Professor Daniel Siemens
Professor Selina Stead
Professor David Thwaites
Professor Aad Van Moorsel

Dr Carmen Hubbard
Dr Julie Morris
Dr Joanne Smith-Finley

An election had taken place to identify a representative of Professional Services for co-option to Senate.

Resolved that Senate approve the co-option of Lucy Backhurst as a member of Senate for a period of one year from 1 August 2018 to 31 July 2019.

96. SENATE APPOINTED CHAIRS AND MEMBERS OF UNIVERSITY COMMITTEES

Senate is asked to approve the recommendations in the attached report.
[Circulated with the agenda as Document P. Copy filed in the Minute Book.]

Resolved that the recommendations in Document P be approved.
Noted that two expressions of interest had been received for the position of Senate representative on University Internationalisation Committee to replace Professor Nigel Harkness, whose term as an elected member of academic staff in the professorial constituency on Senate ends on 31 July 2018

*Resolved that, following a ballot conducted at the meeting, Dr Stacy Gillis be appointed to University Internationalisation Committee.*

97. **CONGREGATIONS CEREMONIES**

**December 2018**

Congregation ceremonies would be held on 3, 4, 5, 6, and 7 December 2018 in the King’s Hall, Armstrong Building.

**July 2019**

Congregation ceremonies following the end of the Summer Term 2018 would be held in the King’s Hall, Armstrong Building on:

- Monday 8 July 2019 (all day)
- Tuesday 9 July 2019 (all day)
- Wednesday 10 July 2019 (all day)
- Thursday 11 July 2019 (all day)
- Friday 12 July 2019 (all day)
- Monday 15 July 2019 (all day)
- Tuesday 16 July 2019 (all day)
- Wednesday 17 July 2019 (all day)
- Thursday 18 July 2019 (all day)
- Friday 19 July 2019 (all day)

98. **EFFECTIVENESS REVIEW OF SENATE 2017-18**

Senators are asked to complete an effectiveness questionnaire on an annual basis. The questionnaire will be circulated for completion by all members at the end of the academic year. A report on the findings of the questionnaire will be prepared for review at a meeting of Senate early in 2018-19. The findings of last year’s questionnaire are provided for information.

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

99. **REPORTED BUSINESS**

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 R. Copy filed in the Minute Book.]

Noted 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.*