NEWCASTLE UNIVERSITY

SENATE

30 April 2019

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 Nigel Harkness and Professor Phillip Wright (Pro-Vice-Chancellors), Dr Phil Ansell, Professor Caroline Austin, Miss Lucy Backhurst, Mr Mike Davison, Professor Gwyneth Doherty-Sneddon, Dr Stacy Gillis, Professor Stephanie Glendinning, Mr Jack Green (Welfare and Equality Officer, Students’ Union), Dr Joan Harvey, Dr Carmen Hubbard, Mr Jonny Hall (Education Officer, Students’ Union), Dr Helen Jarvis, Professor Jackie Leach Scully, Dr Phillip Lord, Mr Raff Marioni (President, Students’ Union), Dr Julie Morris, Dr Andrew Pike, Professor Daniel Siemens, Dr Joanne Smith-Finley, Professor David Thwaites, Professor Aad van Moorsel.

In attendance: Mrs Lesley Braiden (Academic Registrar), Dr John Hogan (Registrar), Ms Abi Kelly (Executive Director of Corporate Affairs), Mrs Adrienne McFarland (Executive Director of Human Resources), and Dr Simon Meacher (Governance Manager).

Apologies: Mr Richard Dale (Executive Director of Finance), Professor Peter Jorgensen, Miss Martha King, Dr Nick Megoran, Professor Jane Pollard, and Professor Brian Walker (Pro-Vice-Chancellor Research Strategy and Resources).

MINUTES

54. DECLARATIONS OF INTEREST

No declarations of interest were received.

55. MINUTES

That, subject to minor amendments, the minutes of the meeting of Senate on 5 March 2019 were approved as a correct record and signed.

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

Noted that:

1. With regard to the External Review of Governance (Minute 46), members of Senate had asserted that, in making changes to the membership of Council, there should be no restriction on the ability of the academic body to elect members. It was confirmed that the recommendation in the governance review report to appoint an academic member to Council following an interview process would not be proposed. Further consideration was being given to the recommendations from the governance review but the intention was that Senate would continue to appoint members to Council from its own membership, and the academic staff of the University would continue to have the ability to elect members directly onto Council.

56. 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. Brexit

The University’s European Project Monitoring Group continued to direct activity to ensure the University was in the best possible position to adapt to implications of the post-Brexit environment.

2. Student Recruitment

The University was continuing to work on developments to increase student recruitment for 2019, 2020 and beyond, focusing on both increasing the volume of leads (prospective students) and the conversion of leads through the various stages of recruitment e.g. enquiry, offer, application, to registration. This had already yielded positive results, with conversions for overseas taught postgraduate students up from last year due to increased communications with students.

3. QS Subject Rankings

The QS Subject 2019 rankings had been published on 27 February 2019. The University’s rankings had improved in 9 subjects (Chemical Engineering, Mechanical Engineering, Electrical Engineering, Medicine, Modern Languages, Psychology, Dentistry, Business & Management, and Education); dropped in 2 (Biological Sciences, and Sociology) and remained the same in 16. Five subjects had been ranked for the first time in 2019 (Art & Design, History, Materials Science, Accounting & Finance and Development Studies).

The Singapore Medical Council had taken a decision to not accept for employment graduates of the Newcastle University medical degree as a result of the institution’s QS subject ranking. The University was appealing against the decision.

4. Newcastle University Business School Accreditation

The Business School had again been given the stamp of approval by the European Quality Improvement System (EQUIS), the highest standard of achievement in business education. It was the fourth time that the Business School had received official accreditation from EQUIS. The school was also accredited by the Association to Advance Collegiate Schools of Business (AACSB) and last year celebrated 30 years of endorsement by the Association of MBAs (AMBA).

5. International Student Barometer

The International Student Barometer Autumn 2018 results demonstrated a high level of satisfaction among students from around the world, with 92.5% of respondents stating they were satisfied and 95.6% saying they were happy at Newcastle University. The University scored less well for overseas student satisfaction with opportunities to make friends with UK students. This year a postgraduate sabbatical officer post had been established by the Newcastle University Students’ Union, and conducting research into this area would be a priority for the post holder.

6. Strength in Places

The North East Cluster for Healthy Ageing and Independent Living (NE-CHAIN) was one of 24 projects nationally to have won early stage funding of up to £50K to develop full-stage bids from the UK Research and Innovation’s Strength in Places Fund. The team
behind the project would submit this bid to UK Research and Innovation in late 2019, with four to eight of the strongest set to receive between £10m and £50m each to carry out projects designed to drive substantial economic growth.

7. **Faculty of Medical Sciences Review**

At its meeting on 1 April 2019, Council had endorsed the decision taken by Senate on 5 March to approve the proposed academic structure and new professional services delivery model in the Faculty of Medical Sciences. Council had approved the recommended change in School name of Biomedical Sciences to School of Biomedical, Nutritional and Sport Sciences.

Following a ballot of staff, the three new research institutes in the Faculty of Medical Sciences would be named as follows:

- Newcastle University Biosciences Institute
- Newcastle University Translational and Clinical Research Institute
- Newcastle University Population Health Sciences Institute

8. **Real Living Wage**

Executive Board had agreed to support the introduction of the Real Living Wage for all staff engaged directly by Newcastle University. This involved reformatting the current grades A-C to reflect a starting salary of at least £9 per hour. The total number of staff impacted by the changes was in the region of 500 FTE, with a total cost of implementation estimated at £0.6m pa.

9. **Gender Pay Gap**

It had been misleadingly reported in the national press that the University’s bonus pay gender gap was 80%. The reports had not made clear that the reason for the gap was entirely due to the effect of Clinical Excellence Awards payable to a number of our clinical academic staff, which was a national scheme outside the University’s control. The University would be working closely with other institutions to ensure consistency of reporting methodology next year.

10. **The Chancellorship**

The Chancellorship Working Group, chaired by Mr Antony Jones (Chair of Convocation), had met on four occasions to consider suggestions for the next Chancellor from the whole University community, including students, staff, alumni and lay membership of University committees. It had been agreed to extend the process for identifying a new Chancellor, to provide more time to agree a preferred candidate and to allow for effective communication and potentially meeting with them prior to their nomination. This meant deferring both the joint meeting of Court and Senate, from 10 May to 11 October, and the meeting of Convocation from 15 June to 12 October.

11. **David Goldman Visiting Professor**

Digital media entrepreneur Herb Kim had been appointed as this year’s David Goldman Visiting Professor of Innovation and Entrepreneurship at the Newcastle University Business School. A pivotal figure in the UK technology scene, Herb Kim was a long-time supporter of the digital industries across the North East and Northern England, and would work to extend and embed networks between the Business School community and the technology sector in the North to encourage innovation and enterprise. This
would build on the University’s existing track record for maximising the impact of holders of the Visiting Professorship.

12. School of Modern Languages

Ms Andrea Wilczynski had been appointed as Head of the School of Modern Languages. Andrea had been Acting Head of School since September 2018 and took up her permanent appointment on 1 April 2019.

13. Campus for Ageing and Vitality

The University had completed the purchase of the former General Hospital site on Wednesday 27th March 2019. Finance Committee had reported to Council on 1 April on the detailed corporate mechanics for holding the land interest.

14. Membership of Senate

At its meeting on 26 June 2018, Senate had co-opted an elected representative of the Professional Services (Miss Lucy Backhurst, Director of Recruitment, Admissions and Progress), as a member of Senate for the 2018-19 academic year. This followed Senate’s agreement on 1 May 2018 to co-opt a member of Professional Services on a one-year trial basis. Senate agreed that the trial had been successful.

Resolved that Senate extend Miss Lucy Backhurst’s appointment on Senate to the normal three year term of office in line with Statute 26(2) and Senate Standing Order XV.

15. University Internationalisation Committee

Resolved that Senate approve a change in title of University Internationalisation Committee to University Global Committee to align with the Global Strategy and remit of the Pro-Vice-Chancellor Global.

16. Climate Emergency

Senate welcomed the University’s announcement, made on 18 April, to signal its commitment to climate change action by joining a number of organisations in the UK and all over the world to declare a climate emergency. This followed a meeting of the Environment and Sustainability Committee on 10 April, where the University committed to further substantial progress in the de-carbonisation of its activities with the aim of achieving net-zero carbon dioxide emissions by 2040. The University community could play a vital role in supporting and increasing the rate of progress in de-carbonisation.

17. Staff Success

Professors Sir Doug Turnbull and Martin Embley from the Faculty of Medical Sciences had been appointed as Fellows of the Royal Society. Professor Turnbull’s Fellowship was in recognition of his research into mitochondrial disease which changed the law to allow an IVF technique known as mitochondrial donation. Professor Embley was an evolutionary biologist who has made significant contributions to our understanding of the origin and evolution of eukaryotes – the group that contains humans.

Dr John Hogan, Registrar, had been recognised with a Lifetime Achievement Award by the Association of University Administrators, marking his sustained and significant contribution to the development and leadership of the AUA and help to advance professionalism and promote excellence across the HE sector.
18. **Dean of Lifelong Learning and Professional Practice**

Mr René Koglbauer (Senior Lecturer in the School of Education, Communication and Language Sciences and Executive Director of the Newcastle University North Leadership Centre) had been appointed as the University’s first Dean of Lifelong Learning and Professional Practice. The role would help consolidate a new approach to lifelong learning and professional practice at the University. René would work alongside our Dean of Innovation and Business, Professor Mike Capaldi, to bridge the various activities of the faculties with the wider business development and enterprise team. The Deanship would also complement the work of Professor Jane Robinson, Dean of Engagement and Place, and the wider Engagement and Place team to create stronger local partnerships and build on the social and economic contribution it makes locally and internationally.

19. **Capital and Priority Projects Summary Report**

Reference to the Margaret Barbour Building (formerly Plot 4) in the report should be corrected to the Dame Margaret Barbour Building.

20. **Business Continuity Policy**

Following its recent consideration by Executive Board, the University’s Business Continuity Policy would be submitted to the next meeting of Senate for information.

21. **Reports from Committees of Senate**

**University Education Committee (UCEC) – Professor Suzanne Cholerton, Pro-Vice-Chancellor Education**

An institution-wide consultation was underway on options for making changes to the shape of the academic year, and proposals would be brought forward to Senate in due course.

The Committee had considered the latest report on the Teaching Excellence Awards from the Newcastle University Students’ Union and commended the value of the report in providing important data on what students regarded as excellence in teaching.

**University Engagement and Place Committee (UEPC) – Professor Julie Sanders, Deputy Vice-Chancellor**

The Committee had considered how the University’s Social Justice initiative integrated the institution’s education, research and engagement activities work to eliminate discrimination, eradicate unfairness and promote equality.

The Committee had held a discussion on the draft institutional key performance indicators for Engagement and Place prior to their approval by Council at its meeting on 1 April, and had considered potential ways of engaging with the government’s University Enterprise Zones initiative.

**University Internationalisation Committee (UIC) – Professor Richard Davies, Pro-Vice-Chancellor Global**

The Committee had considered opportunities to work more closely with strategic partners as a result of the University’s leadership of the UK Research and Innovation
The University had written to 151 other institutions requesting the establishment of bilateral agreements to safeguard exchange opportunities for future students post-Brexit. 98 responses had been received, of which 79 were positive. It was recognised that not all institutions would be able to make the financial commitment needed, and this might have been a factor in the level of response.

University Research Committee (URC) – Professor Caroline Austin, on behalf of Professor Brian Walker, Pro-Vice-Chancellor Research Strategy and Resources

The Committee had considered the implementation of the Research Strategy and NUAcT programme, as well as the promotion of opportunities for the establishment of NUCoREs, engaging with the University Enterprise Zones initiative, and mechanisms for increasing institutional research income. Further information about NUCoREs would be circulated to members of Senate.

57. SUMMARY REPORT FROM COUNCIL, 1 APRIL 2019

Received a summary report from the meeting of Council that took place on 1 April 2019. [Circulated with the agenda as Document C. Copy filed in the Minute Book.]

58. WHITE SPACE – WORKLOAD MODELS AND SABBATICAL LEAVE

The Vice-Chancellor and President led a discussion about implementation of the Workload Model and Sabbatical Leave policies. [Circulated with the agenda as Documents D and E. Copies filed in the Minute Book.]

Noted that:

1. In response to a request from elected academic members of Senate, the Committee discussed implementation of the University’s policies on Workload Models and Sabbatical Leave.

2. In terms of Workload Models, the University’s policy on which had last been reviewed in 2011, it appeared to be the case that there was a marked variation in practice across the three faculties, which could be for good reason where the nature of academic work necessitated having different workload tariffs. However, it was also strongly suggested that the University’s common principles of workload management were not being adhered to. In reviewing the policy, the University should provide clarity not only about its expectations on how the policy should be used and what outcomes were required, but also about how implementation would be monitored.

3. Faculty-level projects aimed at having a consistent approach to workload planning were underway within both Humanities and Social Sciences and Medical Sciences. Schools within the Faculty of Science, Agriculture and Engineering were undertaking extensive consultation on the development of new workload models.

4. Although some schools shared anonymised data on workloads among academic members of staff, there was a lack of agreement as to whether or not such transparency should exist due to the possibility of identifying individuals based on workload patterns and/or in the case smaller data sets.

5. There was general agreement that workload modelling ought to be utilised as a constructive and forward-looking planning tool, rather than take place as a retrospective
exercise. This would be in keeping with the University’s commitment to support the health and wellbeing of its staff.

6. With regard to sabbatical leave, all three faculties took a consistent approach to granting requests for leave, although the volume of requests was higher in Humanities and Social Sciences and in Science, Agriculture and Engineering. As part of the Faculty of Medical Sciences ‘Good to Great’ review, the faculty would be supporting more strategic and creative use of sabbatical leave.

7. Typically, Heads of School operated as ‘gatekeepers’ in the consideration of sabbatical leave requests, normally – at least in Humanities and Social Sciences – subject to approval at faculty level. It was suggested that there should be a move away from a single gatekeeper approach.

8. The University should try to raise staff awareness about the sabbatical leave policy. Ideally, clarity would be provided about sabbatical leave allowances for academic staff on both Teaching and Research and Teaching and Scholarship contracts. Consideration could also be given to permitting staff within professional services to take periods of sabbatical leave.

9. The policies should adhere to a consistent format. Consideration should also be given to what content would be more effective if presented as guidelines, and to cross-referencing to related or supporting policies.

10. It was proposed by the Vice-Chancellor that Executive Board would review both policies and bring these back to Senate for consideration.

59. UNIVERSITY PERFORMANCE REPORT

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

Noted that:

1. At its meeting on 1 April, Council had approved the thirteen Key Performance Indicators and noted that appropriate targets for the Engagement and Place and Global strategies would be finalised on the recommendation of the relevant sub-committees of Senate and Executive Board. Performance reporting had been streamlined with a reduction in the total number of metrics and integration of strategic risks and milestones to provide a more holistic overview of performance. A Performance Report would be presented to Council twice per year.

2. Senate particularly welcomed the inclusion of a Key Performance Indicator for the Attainment Gap – to support student success and progression irrespective of their background.

3. In terms of Graduate Destinations, early indications from the initial operation of the new national Graduate Outcomes survey suggested that students were less inclined to engage when a third party contacted them than had been the case with the former Destinations of Leavers of Higher Education survey, where institutions had been responsible for collecting their own data. As a result, some universities were considering how to gather their own intelligence about graduate outcomes.

4. As a result of a decline in the University’s relative position in the National Student Survey and Postgraduate Taught Experience Survey in relation to assessment and feedback, the flag for the Student Feedback indicator had been changed from Green to
Amber. The University’s investment in Technology Enhanced Learning, which was a key element of the Education Strategy, would provide more opportunities for students to receive instant and clearer feedback on their assessed work, and it was hoped that this would drive improvement on this metric.

60. RESEARCH EXCELLENCE FRAMEWORK CODE OF PRACTICE

Received a paper from Professor Brian Walker, on behalf of Executive Board.

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

Noted that:

1. All institutions making a submission to REF 2021 were required to draw up and implement a code of practice on the fair and transparent identification of staff with significant responsibility for research, determining who was an independent researcher and the selection of outputs. Institutions were required to ensure these principles were adopted at each stage when preparing REF submissions.

2. The University had embraced the REF 2021 principles and these had been used, in conjunction with existing institutional policies and procedures, to define the code of practice. The University had particularly welcomed the shift from selection of individuals and their individual outputs in REF 2014 to an inclusive and collective assessment of research within each unit of assessment (UoA) in REF 2021, in keeping with the recommendations from the Stern Review.

3. The University’s approach was one of inclusion and - in order to represent the entirety of research activity within each UoA - it would be submitting contributions from 100% of Category A eligible staff with significant responsibility for research, as well as contributions from all independent researchers, from staff who had left the University during the census period, and from overseas staff based in the campuses in Malaysia and Singapore (as far as was permitted in accordance with Research England guidance). The University would select outputs that best reflected the excellence of research within the UoA, and would not allow decisions about the inclusion or otherwise of outputs authored by any individual to result in advantage or disadvantage for that individual, including with respect to promotion. The REF was not a ‘performance management tool’ and would not be used as such. Senate was supportive of this approach.

4. Academic staff on Teaching and Scholarship contracts with research outputs would be included within UoA activity, as would Research Associates, provided they were independent, which was in line with Research England criteria.

5. It was suggested that the University should monitor the process for the selection and scoring of research outputs proposed by individual members of staff in order to mitigate the risk that staff may find receiving scores unsettling.

61. INTO ANNUAL REPORT

Received a paper from Professor Richard Davies, on behalf of Executive Board.

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

Noted that:

1. The report provided an overview of 2017-18 performance and 2018-19 recruitment for both INTO joint ventures: INTO Newcastle University and Newcastle University London. In 2018, 19.87% (505 of 2,551) of the University's International fee paying
new entrants progressed to Newcastle University from INTO academic pathway programmes, contributing £8.9m in tuition fees (up from £7.6m the previous year). Total fee income from both new and continuing students previously registered on INTO academic pathway programmes was estimated to be £16.4m in 2018/19 (up from £16.1m in 2017/18), or 22% of international fee income (down from 23.1% the previous year).

2. The Independent Schools Inspectorate had carried out an Educational Oversight inspection of INTO Newcastle University in November 2018, with the centre achieving the highest possible grade of ‘Exceeds Expectations’.

3. A strategic review of Newcastle University London, which was currently operating at a loss, had taken place. Council had considered the recommendations at its meeting on 1 April 2019, and Senate would be informed of further progress in due course.

4. There was an attainment gap of 30% between the proportion of former INTO students and other international students achieving a first or 2:1 degree, and the University was committed to closing this gap. Each year, to support their success, the University made efforts to improve the integration of former INTO pathway students with their destination degree programme.

62. **ACCESS AND PARTICIPATION PLAN**

Received a paper from Professor Suzanne Cholerton.

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

Noted that:

1. The Office for Students (OfS) had published the requirements and planning process for the production of the 2020-21 to 2024-25 Access and Participation Plan, a formal requirement of registration with the OfS for all providers wishing to charge Undergraduate Home fees above £6,165. The deadline for submission of the University’s plan to the OfS was Friday 24 May 2019.

2. The Plan was required to detail the University’s Home (non-EU) undergraduate student numbers, together with a thorough and disaggregated self-assessment of access and participation for all under-represented groups across the entire student lifecycle. This must include application and entry rates for each group, and their progress post-entry in terms of retention, degree attainment and graduate level employment. The Plan needed to include the University’s ambition for change, the targets set (related to performance), the measures to be put in place to achieve the change and the investment required to deliver the Plan. There were no set expectations on the total amount of money the University should invest, although the OfS did not expect the level of investment in access to reduce, and the Plan needed to be adequately resourced to ensure it was deliverable.

3. The OfS had placed a much greater emphasis on eradicating gaps in access and success, as well as institutional accountability and compliance, with an expectation of significant year on year improvement in performance against targets. Council, as the University’s governing body, was required to engage with the monitoring of performance and provisions of the plan.

4. Targets for inclusion in the plan would be finalised in the coming weeks, after consultation with the OfS, and would be circulated to Council for approval before the May deadline.
5. Senate emphasised the importance of engaging with prospective Widening Participation students within the region and beyond, as well as the work that the University already undertook to raise the aspirations of primary schoolchildren.

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

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

Considered a proposal from the Vice-Chancellor and President following consultation with the relevant Faculty Pro-Vice-Chancellor, for the conferment of the title of Professor Emeritus.

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

*Resolved that the title of Professor Emeritus be conferred on:*

**Professor Philip Bradley, with effect from 1 August 2019**
**Professor Enda O’Connell, with effect from 1 May 2019**

64. **MINUTES FROM COMMITTEE OF SENATE**

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

(a) University Education Committee: 13 March 2019  
(b) University Engagement and Place Committee: 13 March 2019  
(c) University Internationalisation Committee: 24 January and 21 March 2019  
(d) University Research Committee: 14 January and 25 February 2019  

[Circulated with the agenda as Document L-O. Copies filed in the Minute Book.]

65. **ANNUAL HEALTH AND SAFETY REPORT**

Received the Annual Health and Safety Report for 2017-18.  
[Circulated with the agenda as Document P. Copy filed in the Minute Book.]

66. **REPORT FROM STUDENT FINANCE COMMITTEE**

Received a report on proposed revisions to student fees for 2020-21 from Professor Suzanne Cholerton, Pro-Vice-Chancellor Education, on behalf of Executive Board.  
[Circulated with the agenda as Document Q. Copy filed in the Minute Book.]

*Resolved that Senate approve the revisions to fees for 2020-21 as set out in Document Q.*

67. **UNIVERSITY ENGAGEMENT AND PLACE COMMITTEE**

Received revised terms of reference for the University Engagement and Place Committee.  
[Circulated with the agenda as Document R. Copy filed in the Minute Book.]

*Resolved that Senate approve the revised terms of reference.*

68. **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 S. 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.