Welcome to Newcastle University
Welcome and Introduction
Linda Robinson
Organisational Development Lead
<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>10.30</td>
<td>An Introduction to Newcastle University</td>
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<tr>
<td></td>
<td><strong>Professor Chris Day, Vice-Chancellor and President</strong></td>
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<tr>
<td>11.00</td>
<td>Strategic Planning &amp; Change</td>
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<td><strong>Simon Donoghue, Director of Strategic Planning &amp; Change</strong></td>
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<td>11.30</td>
<td><strong>Break</strong></td>
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<td>11.45</td>
<td>Newcastle University, Organisation, Structure and Governance or Who Runs Your University?</td>
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<td><strong>John Hogan, Registrar</strong></td>
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<td>12.00</td>
<td>People Services</td>
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<td><strong>Linda Robinson, Organisational Development Lead</strong></td>
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</table>
An introduction to Newcastle University

Professor Chris Day
Vice-Chancellor and President

Wednesday 30 June 2021
An introduction to Newcastle University

Topics

• Universities: the changing context
• Covid-19: Impact, response and recovery
• Today’s University
  ➢ Our foundations
  ➢ Our Vision and Strategy
• Questions
The changing context

Brexit

• The UK’s UK-EU Trade and Cooperation Agreement (‘Brexit deal’) was announced on 28 December 2020:
  - **Research**: The UK will associate to **five EU programmes, including HORIZON 2020**.
  - **Students**: From 1 August 2021, EU, other EEA and Swiss nationals and their family members who are not covered by the Withdrawal Agreements will **no longer be eligible for home fee status**.
  - Student (& staff) mobility: the UK will no longer participate in ERASMUS. Replacement **£110m Turing scheme** will support **outward mobility only**. Turing **will not fund staff placements**.
  - We are currently funded (1.8M Euros) until end of May 2023.
The changing context

Immigration policy and international students
• Post-study work opportunities – international students now able to stay in the UK for two years after graduation to find work.

Political and media pressures
• Lockdown restrictions and Covid-safe campuses; value of a degree; degree class inflation; PQA/PQO; freedom of speech; academic freedom; tuition fees and student debt; VC’s salaries, student mental health & wellbeing; anti-racism and Changing the Culture
Covid-19: Student recruitment

Disrupted Recruitment Cycle in 2020/21

- Switch to virtual offer-holder days from March 2020
- Recruitment targets met for UG and PGT with some over-recruitment due to Centre Assessed Grades.
- Not all new/continuing international students able to travel to the UK due to Covid travel restrictions and flight availability

Continued Volatility Expected for 2021/22 Cycle

- Impact of Brexit on EU student recruitment and student exchanges
- Prospect of continued travel disruption into the summer and autumn.
- Uncertainty around the use of Teacher Assessed Grades for new UG entrants
- Uncertainty around the potential for a third wave of Covid-19 in autumn.

An introduction to Newcastle University
Covid-19: Student Experience

Remainder of this academic year:

• Graduation celebrations for Class of 2020 and 2021 taking place on campus
• Students who have returned to their term-time accommodation encouraged to take regular lateral flow (LFD) tests at our on-campus test centre.

Academic year 2021-22:

• Planning is under way for a (new) normal timetable, with blended delivery and contingency plans in place if the public health situation requires it
• Plans in place to offer in-person graduation ceremonies in Autumn
• the new normal will be blended delivery with online and present-in-person on-campus learning activities
• building on learning from Covid with flexible design and delivery of modules and programmes
• Based on surveys to listen to the needs of our students
Covid-19: Student Experience

To support the Student Experience across the full student lifecycle from admission, registration, induction, student services, academic progression and employment:

• **Covid Support contingency plans** in place based on learning from last year (helplines, wellbeing calls, food parcels and vouchers)

• **Continued focus on student communication**, enquiries, website and development of app.

• **Financial support for students to support blended delivery**, including funding for laptops and wifi, virtual desktop and laptops to all new students who are carers or from a care background

• Provision of **more student study spaces** with safety measures in place

• **Enhanced induction programme** for new and continuing students co-created with students.
Covid-19: Student Experience (continued)

• **Safe accommodation sites** to protect students and colleagues.
• Supporting NUSU to encourage engagement in sport clubs and societies and build community
• Learning from Covid in the delivery of our services to meet student need – blended models that anticipate increasing demand: eg out of hours virtual counselling sessions
• Investment in wellbeing – additional staff to support students with mental health concerns
• Consideration of the differential impact that will be experienced by different groups of students, including at other campuses.
Covid-19: Colleague Experience

- General flexibility demonstrated for all colleagues in terms of balancing work/home life, recognising that normal work levels are not always possible in the current circumstances.
- Emphasis and discussion on how to manage workload and find a suitable work-life balance.
- Quiet Fridays - encouragement for those who can to take pressure off themselves and others.
- IT support and equipment for working from home.
- Blended approach for those who can work from home until all restrictions are lifted.
- Support for the transition back to working on campus.
- Blended working webinars 12/20 May.
Covid-19: Colleague Experience

• Strong emphasis on colleague mental and physical health and wellbeing with additional investment and ongoing support
• Dedicated Colleague wellbeing team established
• Employee Assistance Programme for both physical and mental health support
• Extended 10 day holiday carry-over to use in the next holiday year
• Covid Impact statement and commitment to consider the impact of Covid-19 on a range of colleagues’ opportunities
• Excellent feedback on colleague communications throughout the pandemic.

• Futures Festival - bringing colleagues and students together to innovate and influence the campus of the future.
Today’s University

From Newcastle. For the world.
Our foundations

- A proud **heritage** stretching back 187 years when we **opened** as a Medical School in 1834
- A key driver of the **innovation** culture and history of the region
- A deep-rooted **regional focus** and history of **cross-sectoral partnership** working with public and commercial sectors
- Long-standing commitment to **Social Justice**
- A broad **disciplinary base**
An introduction to Newcastle University

Research and Innovation

- First public railway line (Stephenson)
- Lord William Armstrong invents the hydraulic crane
- Computing research at Newcastle University underpins high-performance switches in the New York Stock Exchange
- College of Physical Sciences (later named after Lord Armstrong)
- Sir Joseph Swan develops the first practical light
- Charles Parsons’ steam turbine makes cheap and plentiful electricity possible and revolutionises marine transport
- Gladstone Adams designs the windscreen wiper as he drives home from a Newcastle United cup final in a storm
- Professor Nicola Curini leading breakthroughs in the development of ‘smart’ drugs known as PARP inhibitors
- Professor Kate Bushby helping double the life expectancy of boys born with Duchenne muscular dystrophy (DMD)
- Research led by Dr Nanette De Jong is changing the culture of classrooms around the world
- Largest urban observatory in the world
- We develop a new generation of prosthetic limbs
- Newcastle is awarded the world’s first mitochondrial licence

From Newcastle. For the world.
Our Vision

- New Bolton University
  - Equality Diversity Inclusion
  - Social and Environmental Justice
  - Academic Freedom

Vision Core Values Aspirational Values Guiding Principles Strategies

Excellence Working Together Visibly Leading

Freedom and Opportunity to Succeed Responding to Current and Future Challenges

Engagement and Place

1. Education for all
2. Research Discovery and Impact
3. Engagement and Place
4. Global
Our Strategies

- EDUCATION FOR LIFE
- RESEARCH FOR DISCOVERY AND IMPACT
- ENGAGEMENT AND PLACE
- GLOBAL
Strategic Enablers

OUR PEOPLE - INFRASTRUCTURE - NETWORKS AND PARTNERSHIPS - ENVIRONMENTAL SUSTAINABILITY - EFFECTIVENESS AND FINANCIAL SUSTAINABILITY - MONITORING OUR PROGRESS
Values-led decision making

• The appointment of Imtiaz Dharker as our Chancellor, whose commitment to social justice and opportunity for all is evident in her work – an embodiment of our values

• Commitment to addressing the 10 recommendations set out in the Equality and Human Rights Commission (EHRC) report into racial harassment in Higher Education

• Commitment to seeking accreditation as a University of Sanctuary (Sanctuary Scholarships)

• Becoming members of the Race Equality Charter

• Commitment to addressing the BAME attainment gap (#Inclusive NCL)
  ➢ Student support: through our Access and Participation Plan and Closing Attainment Gaps project with AdvanceHE
  ➢ Pledge to address the poor representation of BAME staff in academic and professional leadership roles

• Global Challenges Academy – support for UN SDGs
Values-led decision making

- Progress towards addressing the Gender Pay gap

- The introduction of the Real Living Wage and award of real living wage accreditation

- Changes to the academic promotion criteria to achieve greater parity between T&S and T&R with more changes planned for 21/22

- Climate Emergency
  - Council-approved commitment to achieving Net Zero by 2030.
  - COP26 – providing an institution-wide focus for our climate change-related activity
  - THE Impact Rankings 2021: 15th in the world (top five in Europe) for our commitment to sustainable development; 2nd in the world for responsible consumption and production, 11th for sustainable cities and communities
Recognising Professional Services: Parity of Esteem

• Our sector is waking up to the crucial role that the professional services play in supporting the success of their institutions.

• Promoting parity of esteem, informed by the consultation process behind our vision and strategy.

• Extended the principle of Working Together to include academic, professional and technical staff working together to deliver our Vision of a world-leading university advancing knowledge, providing creative solutions and solving global problems.

• Need to overturn the perception that in our University, colleagues working in Professional Support Services were considered “less important” than academic colleagues,

• Dropped ‘Support’ and established Professional Services.

The old view that a university is defined only in terms of the quality of its academics is becoming increasingly outdated, and the reality that the success of a university relies upon close collaboration between academic and professional colleagues is now broadly accepted across the sector.
Recognising Professional Services: Parity of Esteem

- We’ve changed the **constitution of Senate** in the Statutes to include an **elected member of Professional Services**
- We’ve expanded the **Vice-Chancellor’s Education Excellence Awards** to include Professional Services staff.
- We’ve signed up to the **Technician Commitment**; NU TechNet - the technicians network that facilitates the sort of co-operation and collaboration that is critical to our technicians’ personal success - is thriving;
- We’ve improved the **visibility of the Professional Services** through displays installed around our campus
- An exhibition, ‘Our People’ celebrates the different ways we **work together to support students** throughout their University experience and to **promote EDI**.
- A number of important committees are now **chaired by Professional Services colleagues** where in the past they were chaired by academics.
- PS ‘hub model’ recognises that **fulfilling our ambitions for education, research, global and engagement and place will require effective and joined-up professional services and good governance**.
- We’ve created a **Professional Services Network**.
An introduction to Newcastle University

Research strengths: World leading researchers working in, across and between disciplines

Ageing and Health >
Cities and Place >
Culture and Creative Arts >
Data >
One Planet >
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Our international locations

NUMed Malaysia

NUiS
An introduction to Newcastle University

Global presence: our international partners and regional interest groups

✓ ‘Global South’ as an area of intense interest across the University
✓ UNSDG, Social Justice and Place partners
Our Vision and Strategy

Today’s University

- **WORLD TOP 150 UNIVERSITY**
  - Member of the Russell Group
  - GVA contribution to the UK economy

- **15th in the world for commitment to sustainable development**
  - 2nd for responsible consumption and production (THE Impact Rankings 2021)
  - £300 million invested in improving our campus

- **Athena SWAN Silver Award**
  - for our commitment to gender equality
Our Vision and Strategy

Today's University

29,630 students from 140 countries worldwide

Satisfied Students
82% (NSS)
93% (ISB)

For teaching quality

TOP 25 in Europe for Teaching Excellence

Widening participation
A national leader in promoting fair access for students and groups under-represented in higher education

230,000 Alumni worldwide

£113 million in new research awards
£98 million research income (2019–20)

Horizon 2020
80 projects
130 million Euros
Questions?
Welcome to Newcastle University

Simon Donoghue
Director of Strategic Planning & Change

Wednesday 30th June 2021
Key Functions

- Strategic Planning & Implementation
- Student Number Planning, Tuition Fees & Budgeting
- League Table Data & Performance
- Benchmarking
- Business Process Improvement
- Business Intelligence & Strategic Insight
- Statutory Returns
- Risk and Business Continuity Planning
- Programme, Project & Change Management
- Project Management Community & Toolkit
Dr Meenakshi Choudhary, a leading fertility specialist, is named a finalist in this year’s Asian Women of Achievements Awards.

Selfless students are recognised by the city’s universities for going above and beyond to support their neighbours during lockdown.
Economic Impact – Russell Group

World-class research at Russell Group universities generates £34.1 billion for the UK economy, equivalent to three years’ public spending on protecting the environment.

High-quality teaching and learning at Russell Group universities delivers £20.7 billion to the UK economy, greater than annual public spending on national roads and railways.

Russell Group universities generate £86.8 billion for the UK economy, equivalent to the total UK-wide expenditure on the NHS for eight months.

Russell Group universities support 261,000 jobs across the whole of the UK, greater than the entire population of the cities of Aberdeen or Plymouth.
<table>
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<tr>
<th>University of Birmingham</th>
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<th>Cardiff University</th>
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<th>University of Edinburgh</th>
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<td>University of Exeter</td>
<td>University of Glasgow</td>
<td>Imperial College London</td>
<td>King’s College London</td>
<td>University of Leeds</td>
<td>University of Liverpool</td>
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<tr>
<td>London School of Economics &amp; Political Science</td>
<td>University of Manchester</td>
<td>Newcastle University</td>
<td>University of Nottingham</td>
<td>University of Oxford</td>
<td>Queen Mary University of London</td>
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<td>Queen’s University Belfast</td>
<td>University of Sheffield</td>
<td>University of Southampton</td>
<td>University College London</td>
<td>University of Warwick</td>
<td>University of York</td>
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1. Where does the University get most of its income from?

A) Funding Council
B) Research Grants
C) Home & EU Students
D) International Students
E) Residences, Catering and Conferences
University Income (2019-20)

- Total Income: £544m
  - Funding Councils: £76m (14%)
  - Home/EU students: £170m (31%)
  - Non EU students: £110m (20%)
  - Research grants: £98m (18%)
  - Student residences, catering & conferences: £17m (3%)
  - All other income: £55m (10%)
2. Where does the University spend most money on?

A) Academic Schools & Research Pay
B) Academic Services & Admin Pay
C) Premises
D) Operating Expenses
E) Depreciation, Interest and Other
University Expenditure (2019-20)

Total Expenditure £486m

- Academic Schools & Research Pay £231m (47%)
- Academic Services & Administration Pay £62m (13%)
- Other Staff Pay £16m (3%)
- Premises £56m (12%)
- Academic, Research & Admin Operating Expenses £142m (29%)
3. Which Faculty has the most students?

A) Medical Sciences

B) Science, Agriculture & Engineering

C) Humanities, Arts & Social Sciences
4. What % of our Newcastle students are international?

A) 3~ 5%
B) 5~10%
C) 10~15%
D) >15%
5. What % of our students are PG?

A) 3 ~ 5%
B) 5~10%
C) 10~15%
D) >15%
Student Mix – UG / PG

- UG: 19,620
- PGT/R: 6,691
The University Estate

7. Total Cleaning Costs
   A) - £1m
   B) - £3m
   C) - £5m
   D) - £7m

8. Total Energy Costs
   A) - £6m
   B) - £9m
   C) - £12m
   D) - £15m

9. Number of Buildings
   A) - 50
   B) - 100
   C) - 150
   D) - 250

10. Car Parking Spaces
    A) - 650
    B) - 850
    C) - 1200
    D) - 2000

11. Cycle Spaces
    A) - None
    B) - 50
    C) - 200
    D) - 2000
The University Estate

- Total Cleaning Costs - £5.3m
- Total Energy Costs - £8.2m
- Number of Buildings – 236
- Car Parking Spaces – 1,124
- Cycle Spaces - 2150
Newcastle faces.......
Newcastle University, Organisation, Structure and Governance
or
Who Runs Your University?

John Hogan
Registrar
**Governance Structures**

- 1963 Act of Parliament
- Court – large body, external facing, lay majority
- Council – the supreme governing body
- Senate – the supreme governing and executive body in all academic matters
- Academic Board – all academic and equivalent staff
- Convocation – all graduates
- Faculties – schools/institutes
Legal Position

- The University is an independent education charity
- Its principal regulator for both its charitable status and its general higher education provision is the Office for Students
- Universities UK is recognised as the formal ‘trade body’ by the government
- We are members of the Russell Group - research intensive universities
Academic Structure

Three Faculties  Humanities & Social Sciences  Medical Sciences  Science, Agriculture & Engineering

Schools, Research Institutes and Centres

Pro-Vice-Chancellors for Faculties

Faculty based Deans and Associate Deans

Heads of Schools/Institutes
Professional Services

Corporate Services & Infrastructure

John Hogan
Registrar

Accommodation Services
Advancement
Hospitality Services
Corporate Communications
Engagement Team
Estate Support Service
Governance & Executive Support
People Services
Internal Audit
NUIT

Finance Business & Research

Richard Dale
Executive Director of Finance

Business Enterprise
Finance
Legal Services
Planning & Change Team
Projects & Partnerships
Research Services

Student & Academic Services

Colin Campbell
Executive Director of Academic Affairs

Academic Services
Careers Service
International Office
Marketing
Sport
Student Services
Student Recruitment

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Council

- Governing body of the University
- Responsible for University finances
- Formally accountable for all aspects of the University including its overall performance and the propriety of its operations
- Up to 25 members
- Lay majority
- Chair - a lay member
Senate

• Supreme authority on academic matters

• Responsible for regulating and directing the academic work of the University

• Up to 37 members – majority elected

• Chair - Vice-Chancellor and President
Lay Officers

Chancellor
Imtiaz Dharker

Honorary Treasurer
Stephen Lightley

Chair of Council & Pro-Chancellor
Paul Walker

Vice-Chair of Council
Heidi Mottram
Executive Board

• Overseeing management of the University’s business and the communication and implementation of its strategies.

• Monitoring the academic and financial performance of all budgetary units and the University as a whole.

• Evaluation of academic and business opportunities and proposals for major new initiatives.

• Determining the University’s annual budgetary allocations.
Pro-Vice-Chancellors
Three Faculties (l-r)
• Faculty of Medical Sciences (FMS) – Professor David Burn
• Faculty of Humanities and Social Sciences (HaSS) – Professor Nigel Harkness
• Faculty of Science, Agriculture and Engineering (SAgE) – Professor Stephanie Glendinning

Core Functions (l-r)
• Research Strategy & Resources – Professor Brian Walker
• Education – Professor Tom Ward
• Global – Professor Richard Davies
• Engagement and Place – Professor Jane Robinson
Executive Board responsibilities

Underpinned and supported by Professional Services

Louella Houldcroft
Director of Communications

Dr John Hogan
Registrar

Richard Dale
Executive Director of Finance

Adrienne McFarland
Executive Director of People Services

Dr Colin Campbell
Executive Director of Academic Affairs
Executive Board, Agenda, 29 June 2021

1. Health and Safety
2. Covid-19
3. Cyber Security
4. Singapore Institute of Technology
5. NUAct Fellowship Scheme
6. Budget 2021/22
7. International Arrival and Support
8. Socially Responsible Investment Policy
9. PGR Student Portfolio
10. Commuting Working Group
11. Strategic Risk: SR18
12. INTO Annual Report
13. NU London
14. Sanctuary Coffee Bank
15. Freedom of Information Requests
People Services at Newcastle University

Linda Robinson
Organisational Development Lead

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People Services – how we are structured

Strategic Priorities

- Colleague Experience (e.g. future of blended working)
- EDI – REC, Women in Leadership, Families and Carers projects
- Leadership Programme and Manager Essentials
- Engage and Aspire

- Improved reporting (e.g. People Information Dashboards)
- Systems implementation to support new end to end colleague experience

- Strategic Workforce Planning
- Ways of working (e.g. Casualisation)
- Policy Development
- People Relations Matters

- Reward (reward policy, gender and equal pay)
- Promotions and Pay Review Processes
- Recognition
- Provision of OHSS services including (COVID-19 Secure arrangements)

Chris Stanley
Recruitment

Lisette Nicholson
People Engagement & Culture
Equality, Diversity & Inclusion Organisational Development Colleague Health and Wellbeing

Craig Armstrong
Systems & Information

Jackie Scott
People Operations
Business Partnering ER Matters Local Faculty Teams

Paula Dodd
People Solutions
Reward Occupational Health & Safety People Solutions Team
<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Department</th>
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<tr>
<td>Craig Armstrong</td>
<td>People Services Business Partner (interim)</td>
<td>HaSS</td>
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<tr>
<td>Liz Kemp</td>
<td>Organisational Development Lead</td>
<td>FMS</td>
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<tr>
<td>Marian Phillipson</td>
<td>People Services Business Partner</td>
<td>SAgE</td>
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<tr>
<td>Julie Bullimore</td>
<td>Organisational Development Lead</td>
<td>PS</td>
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<tr>
<td>Claire Brunton</td>
<td>People Services Business Partner</td>
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<td>Gillian Jenkins</td>
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<td>Kathryn Scott</td>
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From Newcastle. For the world.
And finally……

Good Luck
&
Enjoy

Remember People Services are here to support you.