

**COU16D034**

**Title:** *Vice-Chancellor's Report to Council*  
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**Circulation:** Council – 16 January 2017  
**Agenda:** COU16A004  
**Version:** Final  
**Status:** Confidential: except where identified as "Open" below.

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**Investing in our campus**

A number of Estates projects continue to be delivered across the campus. Of particular note are the continuing negotiations to secure Section 106 Agreements between the Norwich Rugby Club and South Norfolk Council in order to formally finalise the planning permission advised in December 2016. This process should be completed by February.

Projects under Estate Strategy Phase -1 are progressing on site with Earlham Hall suffering a small delay in programme due to unexpected ground conditions; Thomas Paine Study Centre progressing to Feasibility Stage now that the Strategic Brief has been concluded; and Building 60 (Sciences) now developing forward into the Design Briefing stage with further engagement with key stakeholders. The new HUM/SSF building under Phase 0 has now concluded the first Strategic Briefing stage and is moving forward to Concept Briefing.

**Growing on our campus and in our city**

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**Growing A Student Community with an Excellent Student Experience.**

The Estates team have been working with academic, support and student colleagues to develop a number of initiatives to improve the student experience on campus.

We are currently undertaking a feasibility study to expand the current study provisions within the existing library. Estates have also identified that students want spaces which have the feel of the library but are not necessarily in the library and therefore we are trialling a 'pop-up' library within the Lasdun Wall in the run up to the Spring Exam period. Estates are working with colleagues in the library to explore this option and find a 24/7 solution that meets student needs.

The Learning and Teaching Spaces Group (LTSG) bridges the relationship between students, academics and Estates. This group is looking at further development of the module, timetabling and room allocation systems in order to optimise the resources available. Colleagues in the Maths department have been invited to help with some of the statistical analysis of the current systems employed and to help develop an approach better reflective of 21<sup>st</sup> Century module delivery. This information can then be used to inform the Space Management Group (SMG) who are responsible for the promotion, allocation and management of central and academic spaces across campus.

### **Increasing our Research power and Impact**

We continue to work in partnership with our colleagues on the Norwich Research Park to deliver the Quadram building, the new multi-million pound Food & Health research Centre. This project is progressing well and 2017 will see UEA requirements being integrated into the final building design whilst working in partnership with the IFR, BBSRC and the Norfolk and Norwich University Hospital.

### **Supporting and Developing Our Staff**

Following a review of skills gaps within the full range of our teams, the Estates department have tailored an ILM Leadership Programme to deliver a range of teaching and learning modules aimed at improving the personal development of our staff and supporting their future career aspirations. Level 3 practitioners will receive rewards equivalent to three 'A' Levels and Level 5 practitioners will receive the equivalent of an undergraduate degree. This has been an excellent opportunity for our staff who volunteered their own time to take part in the programme. We are now hoping to continue with a further wave of enrolment, building on the skills set that we are establishing as the baseline to drive professionalism and excellence in our division.

### **Developing an Enterprising Campus**

The Estates teams have continued to lead a number of initiatives to encourage enterprise opportunities for our students. Following the completion of our Construction and Consultant Frameworks we have been able to offer students job shadowing and intern opportunities which RED have developed so that students can experience the reality of the Construction Industry.

### **A leader in regional economic and Cultural Development**

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#### Admissions position

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#### Research (Confidentiality status: Open)

<p>The expected consultation on the second Research Excellence Framework was published by HEFCE on 8 December with a submission date for responses of 17 March.</p> <p>The initial areas we are concentrating on are around structures of the UoAs UEA will submit to; number and portability of outputs; individual staff circumstances; range and types of non-academic collaboration and interdisciplinarity; assessment and weighting of institutional level impact (and percentage of institutional case studies required) and institutional environment vs UoA submissions (new for this REF). To inform both discussion at Strategy Day and our response, modelling of staff, outputs and impact scenarios is also underway alongside an analysis of illustrative research environments at other HEIs that were assessed as 4* in REF2014.</p> <p>The detailed REF response will be discussed at February and March meetings of Executive Team and Research Executive prior to submission.</p>	Increasing our research power and impact
<p>The University submitted a response to the UK government's technical consultation on Postgraduate Doctoral Loans on 16 December, and also sent a representative (Head of PGR) to the Roundtable event on 6 December organised jointly by the Department for Education and Universities UK. Doctoral loans of £25K are expected to come in from 2018-19 and to mirror</p>	Growing a student community with an excellent student experience /

many of the features of the Master's loans introduced recently. They would provide an additional option for doctoral students to fund their studies, perhaps particularly in the arts, humanities and social sciences.	Increasing our research power and impact
PGR application numbers are up 16% compared to 2015/16 at the end of Week 10 in the admissions cycle (11 December), with international application numbers up 25%. This is partly explained by the moving forward of the main SCI Faculty studentship admissions deadline to the start of December rather than January. However, excluding all SCI applications, there is still a 5% increase in PGR applications and 10% increase in international application numbers. It looks like there may be a small decline in EU application volume for PGR this year, but it is too early to say for certain.	Growing a student community with an excellent student experience / Increasing our research power and impact
NRP has been successful in securing a BBSRC Collaborative Training Programme. The bid was led by Mondelez International, the multinational confectionery, food and beverage company. The overarching award is for 12 studentships over 3 years.	Projecting our reputation: a world-leading university at the heart of local, national and global networks

#### Enterprise (Confidentiality status: Open)

November saw the pilot round of the new alumni-backed UEA Enterprise Fund that will support Enterprising students launching new companies. Thanks are due to the alumni involved who have donated into the fund and also for those who gave up their time to join the investment meeting. At the meeting two student enterprises were awarded grants of c.£7,000 to enable their projects to progress and one further project was identified for due diligence and the potential for a larger investment.	Developing an enterprising campus
UEA has completed its first spin in with the small publishing company, Egg Box Limited, being reconstituted as the UEA Publishing Project Limited. This will provide a commercial outlet that will support, in the first instance, staff and student writing in the areas of creative writing and literary translation. The first book, a translation of modern Japanese short stories, sponsored by the Nipon Foundation, is already being prepared. Further titles are already planned.	Developing an enterprising campus
The collaboration with Anglian Water continues to progress with the signing of a MoU around the establishment of a new centre. Anglian Water have made a new appointment specifically to support the centre and the scope of its activities is currently being determined.	A leader in regional economic and cultural development

#### Key Performance Indicators

Work is currently underway to finalise a draft of the University's 15-page 'Provider Submission' for the Teaching Excellence Framework, which will need to be submitted by 26<sup>th</sup> January.

Whole-day TEF-Preparedness meetings are being held with all Schools during this academic year to consider the pattern of performance against current TEF metrics and to identify opportunities for improvement where necessary.

International

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Faculty of Science

	UEA Plan Heading
<p><i>Launch of new degrees</i></p> <p>The Faculty of Science is launching a set of new UG degrees in 2018 (in core science disciplines taught at primary, secondary and sixth form level) with an education component, to compliment Sciences current offering, acting as a feeder to PGCE and helping to meet a skill shortage of teachers within certain STEM subject areas.</p> <p>Whilst studying for a core science subject, at degree level, students will also gain additional skills, experience and knowledge to prepare them for a career in teaching, by working in partnership with local schools and by taking educational specific module(s).</p>	<p>Growing our Campus and in our city</p> <p>A leader in regional economic &amp; cultural development</p>
<p><i>Links with China</i></p> <p>The Executive Dean of Sciences is continuing to explore further developing links with China, in particular with SUSTech, Ocean University and Fudan. An update will be provided at the next council meeting.</p>	<p>Projecting our reputation: a world-leading university at the heart of local, national and global networks</p>
<p><i>Research Success</i></p> <p>Since we last reported in September, Science has been awarded a total of £1.9M in new research grant funding.</p> <p>Research council success this period accounts for £1.2M, most notably</p> <ul style="list-style-type: none"><li>• £825k from NERC, including £265k in collaborative projects led by Prof J Barclay (ENV) and £391k for a project titled “European Climatic Energy Mixes” led by Dr S Dorling (ENV)</li><li>• £313k from EPSRC, split between two awards made to CHE “A novel generic method for prediction of spectral line shapes from Molecular Dynamics modelling” led by Dr V Organesyan and “Multidimensional Spectroscopy Development for the Study of Energy Materials” led by Dr I Heisler</li></ul> <p>Other awards include:</p> <ul style="list-style-type: none"><li>• Prof J Kaiser (ENV) has been awarded £196k from Horizon 2020 for a project titled “Advanced Communities Infrastructure Funding - H2020 - Lead UPEC/IPSL (France)”</li><li>• Dr S Fountain (BIO) has been awarded £194k from the British Heart Foundation for a project titled “The role of diacylglycerol kinases in chemokine-mediated responses in human monocytes and monocyte-derived macrophage”</li></ul>	<p>Increasing our research power and impact</p> <p>Projecting our reputation: a world-leading university at the heart of local, national and global networks</p>

Faculty of Medicine and Health (Confidentiality status: Open)

	UEA Plan Heading
<p>With Estates support a feasibility study into increasing student, office and PGR space in the Bob Champion Research and Education (BCRE) building on west campus. The business case will be presented to the Space Management Group on 12 January. (The original design of the building resulted in a shortage of office and training space, which is already acute - particularly for PhD students. However, in anticipation of modest increases in undergraduate MBBS student numbers in the coming years, changes need to be made to provide more study space. We are awaiting a response from HEFCE and the Dept of Health on potential allocation from the 1500 additional med student training places announced by Jeremy Hunt in the autumn)</p>	<p>Investing in our campus</p> <p>Growing a student community with an excellent student experience</p>
<p>The Psychological Wellness Practitioner (PWP) and Improving Access to Psychological Therapies (IAPT) tender for additional places has been successful. MED now awaits further information on the geographical areas in which we will be expanding and details on the numbers of students and start dates.</p>	<p>Growing on our campus and in our city</p>
<p>Work continues on the MED staffing strategy and the strategic areas of interest for both Research and Teaching growth through the joint employment of Clinical Academics has been fully outlined. The next stage is to confirm the availability of funding and agree to proceed with those posts that are mutually beneficial to the NNUH (and potentially other acute Trusts) and a paper is being submitted to the NNUH Board. The School hopes to confirm agreement over funding and posts by Feb 2017 and to initiate advertising and recruitment from Mar 2017.</p>	<p>Growing our volume of academic staff</p>
<p>Ongoing work continues in strategic planning with the Institute of Food Research (IFR) and NNUH over the development of the Quadram Institute (QI).</p>	<p>Increasing our research power and impact</p>
<p>A series of partnership meetings with all of the regional primary and acute Trusts is in progress. This began with a working supper at Wood Hall hosted by the VC in September, which has since been followed up with a workforce planning workshop with NNUH. A subgroup of NNUH and FMH staff is now working closely on planning the workforce strategy for NNUH. Corresponding sessions with 6 other regional Trusts are booked for Jan-Mar 2017. In parallel, the concept of UEA Health Partners (UEAHP) is being developed, which will act as a hub for development in 3 strategic areas: Workforce, Research, and Innovation.</p>	<p>Growing on our campus and in our city</p> <p>Developing an enterprising campus</p> <p>A leader in regional economic and cultural development</p> <p>Projecting our reputation: a world-leading university at the heart of local, national and global networks</p>
<p>With the ending of Health Education England (HEE) control of student numbers for nursing and allied health professions from the Sept 2017 intake, HSC are working closely with regional Trusts and other employers to guarantee placement training for the incoming cohort. There is currently a lack of coordination of education and training arrangements between the HEIs and NHS nationally, hence the importance of the discussions with Trusts mentioned above, and the opportunity for UEAHP to establish a key role in workforce planning coordination, linking with the regional Sustainability and Transformation Plans (STPs) and their Local Workforce Action Boards (LWABs)</p>	<p>Growing a student community with an excellent student experience</p>