

GAP/2008/0954

THE UNIVERSITY OF LANCASTERMinutes of a meeting of the Senate
held on 8 October 2008

PRESENT: Vice-Chancellor (in the chair), Professor L. Araujo, Professor S. Bainbridge, Dr G. Bartram, Dr P. Benachour, Dr F. Benson, Professor A. M. Binley, Dr G. Blower, Professor S. Bradley, Dr G. M. Brown, Mr R. Brown, Dr J. Cater, Professor A. G. Chetwynd, Professor C. Cooper, Professor R. Cooper, Mrs J. Corless, Dr K. Davidson, Professor N. Davies, Professor P. J. Diggle, Mr M. Doupé, Ms L. Emery, Ms E. Fitton, Dr C. Fritz, Professor A. C. Gatrell, Dr C. Gere, Dr G. Gilloch, Mrs B. Glass, Dr C. Grocott, Professor M. E. Hamilton, Mr H. T. G. Hands, Mr J. Hardman, Professor G. Harris, Professor C. Hatton, Professor L. Hendry, Mr D. Heptinstall, Professor V. E. Hodgson, Professor L. Introna, Professor G. Johnes, Professor M. Joyce, Professor F. X. Katamba (*for* Dr G. Myers), Professor C. J. Lambert, Dr M. Levitt, Professor C. May, Mr S. McCann, Professor A. M. McEnery, Professor R. D. McKinlay, Professor T. J. McMillan, Professor D. Milman, Dr S. Naguib, Ms J. O'Brien, Professor T. Ormerod, Mr D. Ovens, Dr L. Owen-Lynch, Professor P. Palladino, Professor C. C. Park, Professor C. Partridge, Dr N. Paul, Dr I. Paylor, Mr M. Payne, Professor K. A. Percy, Fr H. Pollock, Professor E. Rose, Ms S. Rutledge, Mr J. Samuel, Dr P. Sawyer, Mr P. Scullion, Professor D. W. Seward, Professor D. B. Smith, Dr G. Smith, Professor M. M. Smyth, Dr A. Stefanovska, Mr D. Summers (*for* Ms J. Whiteside), Dr J. Taylor, Professor S. Taylor, Mr J. Thornberry, Mr F. Wareing, Mr F. Welsh.

IN ATTENDANCE: Miss F. M. Aiken, Mr P. R. Elliott, Mr P. M. Graves, Mr A. C. Neal, Mrs L. M. Wareing.

APOLOGIES FOR ABSENCE: Professor S. Cox, Dr R. C. Edwards, Ms V. Tyrrell.

S.2008/53 Minutes

The minutes of the meeting held on 21 May 2008 were approved.

INFORMATION

S.2008/54 Information

The Vice-Chancellor and others reported on the following matters of significance.

(A) **STUDENT RECRUITMENT**

The Vice-Chancellor gave an oral update on the latest student registration figures for 2008 entry. Overall these were expected to be at least 200 higher than those for 2007 entry.

(B) **UUK ANNUAL CONFERENCE**

The Vice-Chancellor drew attention to the following issues which had been discussed at the Universities UK annual conference:

Revaluation of the Universities Superannuation Scheme

A revaluation of the USS pension scheme had shown that a 2% increase in the contribution rate would be required, from September 2009, to meet future liabilities and that changes to the pattern of final salaries could result in additional liabilities that would need to be met.

Universities and Colleges Employers Association (UCEA)

A new joint negotiating committee (JNCHES) set up by UCEA and unions had met for the first time and a timetable for future meetings up to 19 May 2009 had been agreed. If by this point no agreement had been reached on the next pay settlement the dispute resolution process would automatically come into play. Although UCU had not yet agreed to participate in the new committee they had attended the meeting as observers.

The salary increase for the last stage of the existing pay settlement would be dependent on the RPI rate for October. Current projections suggested this would be around 5%, which would inevitably place additional strain on universities' payroll budgets.

A new group had been set up by UCEA to consider issues relating to university staff pension schemes.

Political speeches

The Secretary of State for Innovation, Universities and Skills, John Denham, and his opposite number in the Conservative Party, David Willets, had both addressed the conference.

David Willets had made it clear that if the Conservatives formed the next government the new tuition fee system would remain in place and that any increase in fee levels above the existing cap could be conditional on institutions being required to meet minimum standards regarding the student experience (including contact time) and efforts to widen participation.

National Council for Academic Excellence

A report from the National Council for Academic Excellence had recommended that Universities should not include the new A-level A* grade in conditional entry offers until some experience had been gained on how the new grade worked in practice. The Council had also recommended that more work should take place in Primary Schools to raise aspirations and universities and comprehensive schools should work more closely together in efforts to widen participation.

(C) **GRANTING BY PRIVY COUNCIL OF RESEARCH DEGREE AWARDING POWERS TO EDGE HILL UNIVERSITY**

On behalf of the Senate, the Director of the Graduate School, Professor Chris Park, congratulated Edge Hill University on the award of research degree awarding powers. Discussions were now taking place on transitional arrangements for existing research students studying at Edge Hill.

The Vice-Chancellor of Edge Hill University, Professor John Cater, expressed his appreciation of the support received from Lancaster for Edge Hill's application to the Privy Council.

(D) **POINTS BASED SYSTEM OF IMMIGRATION TO THE UK**

Document: GAP/2008/0887

The University Secretary drew attention to a document before the Council that set out the issues arising for the University from the new points-based system of immigration. The most significant points included the following:

- the University had been granted a licence allowing it to continue appointing non-EU members of staff where appropriate and would need to apply for a similar licence to continue recruiting overseas students;

- universities would be required to monitor the attendance of overseas students and report to the immigration authorities if they missed significant points of contact (such as required submission of assessments etc.);
- in the future overseas students would be required to apply for and hold identity cards.

Discussions were still ongoing about the detailed implementation of the proposals and UUK was making strong representations to the Home Office that that the requirements made of universities should be practical and proportionate.

(E) **HEADLINE BUDGET AND THE IMPACT OF PAY AWARD
EFFECTIVE 1 OCTOBER 2008**

Document: GAP/2008/0900

The Director of Finance, Andrew Neal, presented a document setting out issues arising from the headline budget for 2008-9 and the impact of the 1 October 2008 pay award. He drew attention to the following points:

- the University was in a strong financial position compared with many other H.E. institutions and had significant cash reserves;
- the University would be implementing the new pay award in full, despite an increase in the RPI, and associated financial circumstances, that could not have been foreseen at the time the last pay agreement had been negotiated;
- although Lancaster was in a strong position to respond in a measured fashion to a rapidly changing financial environment, it was important not to underestimate the challenges that lay ahead.

In response to a question from a Senate member, the Vice-Chancellor stated that although the University would always seek to avoid staff redundancies, it was not possible to give an absolute guarantee that they would never be considered. Keeping within the 60% ceiling on staff costs as a proportion of total expenditure that had been set by the University Council would pose a particular challenge, and a lot would depend on the level of future pay settlements and pension costs.

(F) **REVIEW OF DEPARTMENT OF CONTINUING EDUCATION**

The Deputy Vice-Chancellor, Professor Bob McKinlay, reported that although there were no proposals arising out of the review that required the formal approval of Senate, it was nonetheless thought appropriate to set out the main outcomes for the information of Senate members. He reminded the

Senate that the initial draft report of the review group had been made available to all members of the University who wished to read it, and that it had formed the basis of formal consultations with the trade unions that had taken place over a two month period.

Following these consultations, the review group had presented revised final proposals to UMAG, and the Vice-Chancellor had accepted the latter's recommendation that he approve all the proposals made in the report. As a result the Department would in future concentrate on widening participation activities and summer schools, and the Open Studies programme would be phased out over a three-year period (with the exception of the Languages for All programme which was being considered for possible transfer to FASS). In the light of the staff reductions already achieved it had not been thought necessary to consider the possibility of making any staff redundant.

(G) **PERIODIC QUALITY REVIEW**

The Senate noted that the relevant Review Panel had agreed to recommend that the University could have full confidence in the approach to securing standards and for assuring the quality of the educational experience offered to students in the Centre for Training and Development (CETAD).

(H) **ROLLING SCHEDULE OF SENATE BUSINESS**

Document: GAP/2008/0918

The Senate received a schedule of currently expected Senate business for 2008/09.

QUESTIONS ON NOTICE TO THE VICE-CHANCELLOR

The Senate noted that no questions had been received for the current meeting

HONORARY DEGREES

S.2008/55 Honorary degrees

Ref: SB.1; document: GAP/2008/0913

PROPOSAL (Vice-Chancellor): that the Senate consider proposals in confidence for the conferment of honorary degrees and university fellowships during 2009.

PROPOSAL (University Secretary): that the Senate approve the changes to the terms of reference of the Honorary Degrees Committee, as set out in the attached document.

RESOLUTIONS:

- (a) to note the information and to reconsider the proposals for the conferment of honorary degrees and university fellowships during 2009 at the next meeting in light of any comments received;
- (b) to approve the proposed changes to the terms of reference for the Honorary Degrees Committee.

ACTION: FW.

ACADEMIC STRATEGY AND POLICY

S.2008/56 QAA Audit: finalised institutional briefing paper

Ref: SB.2; document: GAP/2008/0855 (previously circulated)

PROPOSAL (Deputy Vice-Chancellor): that the Senate approve the final draft of the Institutional Briefing Paper for submission to the Quality Assurance Agency.

RESOLUTIONS:

- (i) to approve the proposal;
- (ii) to place on record the Senate's thanks to all those involved in the preparation of the IBP, including the Director of the Graduate School, Chris Park, the Director of Undergraduate Studies, Gavin Brown, and the head of CELT, Paul Rodaway.

S.2008/57 Proposal International Partnership

Ref: SB.3; document: GAP/2008/0914

PROPOSAL (Deputy Vice-Chancellor): that the Senate is asked to approve in principle the award of Lancaster University degrees delivered in Delhi through a partnership between the University and the Indian private education company, G. D. Goenka, subject to the following caveats:

- (a) a process of due diligence would be carried out to ensure:
 - that the proposed partnership did not expose the University to any unacceptable reputational and/or financial risks and is workable within the relevant regulatory frameworks;
 - that the University had the resources and appropriate organisational structures in place to manage the partnership safely and effectively;
- (b) the University would define and provide the bulk of the curriculum for each degree and would approve the whole of each curriculum through its existing course approval procedures;
- (c) the form and content of academic assessment would follow the Lancaster model and would be under the direct control of the University;
- (d) the University would receive and approve the curriculum vitae of all academic staff who would be involved in the delivery of Lancaster degrees at the Delhi site;
- (e) the University would oversee and approve all aspects of quality control and marketing.

The Deputy Vice-Chancellor introduced the proposal and drew attention to a paper before Senate setting out full details of the proposed partnership arrangement. He stated that this would be an ambitious project for the University, but one that could lead to the establishment of a prestigious partnership with a high quality educational organisation in a country with a rapidly expanding H.E. sector that was becoming an increasingly important player in the global economy. Although many of the main risks associated with the project would be borne by G. D. Goenka, the University was carrying out a thorough due diligence process to ensure that any risks arising for it were identified and minimised. Because of the timings involved, it would be necessary to move quickly to signing Heads of Agreement and a full Memorandum of Understanding (subject to the due diligence process being successfully concluded) and for this reason Senate was being asked to give initial approval to a proposal in principle that Lancaster degrees could be delivered at Goenka's Delhi campus, subject to the caveats listed.

In discussion the following points were raised or noted:

- (a) representatives of the Management School had been involved in the two visits that had taken place to Delhi for discussions with Goenka: the principle of the proposed partnership had subsequently been discussed within the School and had met with general support;
- (b) although the currently proposed fee range was at the higher end of comparable fees in India, it was considerably cheaper than the costs of studying for a degree in the UK and Goenka proposed that some scholarships should be made available to students who were unable to afford the fees;
- (c) it was not thought likely that the proposed partnership would damage the direct recruitment of Indian students to the University;
- (d) although it was envisaged the initial course portfolio would concentrate on management subjects, Goenka had expressed a firm interest in widening the curriculum range over the longer-term;
- (e) for undergraduate courses the proposed model was that the bulk of the curriculum and form of assessment should be provided by the University, with visits to Delhi by Lancaster staff to provide advice and guidance;
- (f) any future postgraduate developments would be likely to involve joint delivery by Goenka and Lancaster;
- (g) discussions were taking place about any potential role Lancaster might have in helping provide staff development support for Goenka staff;
- (h) the Deputy Vice-Chancellor confirmed that experience gained from other partnership arrangements was informing the current process.

RESOLUTION: to approve the proposals.

ACTION: RDMcK and others.

S.2008/58 National Student Survey: proposals on assessment and feedback

Ref: SB.4; document: GAP/2008/0917

PROPOSAL (Director of Undergraduate Studies; Pro-Vice-Chancellor for Colleges and the Student Experience; Deputy Vice-Chancellor): that the Senate note the attached paper and endorse the recommendations made.

The Pro-Vice-Chancellor for Colleges and the Student Experience introduced a paper setting out some issues for the University arising from the most recent National Student Survey and proposed follow-up actions. Although the University continued to score very well when

students rated their overall level of satisfaction with the academic experience at Lancaster, there had been no significant improvements in scores relating to assessment and feedback (an area of weakness for the whole H.E. sector), and the University's relative position under these measures had declined. The recommendations listed in the paper concentrated on ensuring that agreed policies on assessment and feedback were fully implemented by academic departments and reflected in the departmental handbooks issued to students. Some mechanisms were also proposed for reviewing the comments made by students their responses to the NSS regarding assessment feedback and using the results to inform the development of new models for providing useful comments on students' work.

RESOLUTIONS:

- (i) to approve the proposals made in the paper;
- (ii) to ask that feedback processes for postgraduate students should also be included.

ACTION: AGC, GB, CPP.

GOVERNANCE

S.2008/59 Appointment of Senior Officers

Ref: SB.5; document: VC/08/R007

PROPOSAL (University Secretary): that the Senate consider and approve the recommendation set out in the attached paper.

The University Secretary introduced a paper setting out proposed new procedures for the appointment of the University's senior academic officers. She explained that they were intended to ensure that the University was in full compliance with relevant employment and equal opportunities legislation and that recognised best practice was being followed. The initial draft proposals had been fully discussed with faculty PRCs and their comments had been taken into account when finalising the paper before Senate. The main proposals were:

- that senior academic officer posts, such as Pro-Vice-Chancellor and Faculty Dean, should always be externally advised with full job descriptions and person specifications;
- potential internal candidates for these posts should no longer be required to seek nomination by Senate members but instead should be free to apply for advertised vacancies in the normal fashion with the same respect for confidentiality as applications for other posts;

- appointing panels should no longer include members elected by Senate although the faculty PRCs should still be able to nominate members of the appointing committees for faculty deans;
- the final appointment of PVCs and Deans should continue to be subject to approval by the Council on the basis of recommendations made by Senate;
- potential candidates for vacant college principal positions should be required to discuss with their line managers whether their existing duties would allow them to serve in this part-time role before making any application.

In discussion Senate members raised concerns about the proposals being made, including the following points:

- (a) it was argued that the proposed new processes were overly centralised and took out an important democratic element by removing the elected Senate representatives from appointing committees;
- (b) there was some ambiguity on where responsibility would lie for approving the membership of appointing committees in the future;
- (c) it was not clear whether the new processes encompassed the possibility that a person with a non-academic background could be appointed to an academic management post and, if this was the case, how they would be employed when their fixed term of office came to an end. It was argued that certain positions should be only be available to applicants with a strong academic background;
- (d) the requirement for potential candidates for vacant college principal positions to discuss the situation with their line manager before applying could be discriminatory, and it was not clear what would happen if an application was made without the approval of the line manager.

In response the University Secretary and others stated:

- (i) the composition of appointing committees for senior academic management posts would continue to include Senate members, and the final recommended appointments would still be subject to approval by the Council on the basis of Senate's recommendations;
- (ii) the existing appointing procedures did not in fact categorically prohibit the appointment of non-academics to academic management positions, and in any event the job descriptions previously approved by the Senate meant that this was only likely to occur on a highly exceptional basis;
- (iii) it was argued that the proposed procedures had a strong precedent in the existing arrangements for determining the membership of chair appointing committees;

- (iv) experience had shown that there was always a danger of elected members of appointing committees regarding themselves as mandated to promote a particular outcome regardless of the merits or demerits shown by candidates during the actual selection process;
- (v) it was envisaged that future appointing committees for faculty deans would continue to give all faculty members opportunity to interact with candidates and provide feedback as part of the selection process.

Professor Peter Diggle put forward a proposed amendment to the motion to defer consideration of the proposals regarding the College Principal posts to a future meeting.

RESOLUTIONS:

- (i) to accept the proposed amendment to the original motion;
- (ii) (on a show of hands) to approve all the other proposals made in the paper.

ACTION: FMA.

S.2008/60 Proposed terms of office for divisional heads of School of Health and Medicine

Ref: SA.1

PROPOSAL (Dean of the School of Health and Medicine): that the constitution for the School of Health and Medicine be amended to specify that the normal term of office for the divisional heads should be three years.

RESOLUTION: to approve the proposal.

S.2008/61 Manual of Academic Regulations and Procedures: revisions

Ref: SA.2; document: GAP/2008/0898

PROPOSAL (Academic Registrar): that the Senate note the revisions made to the first chapter of the Manual of Academic Regulations and Procedures (MARP).

The reasons for the changes are set out in the item cover note.

RESOLUTION: to approve the proposal.

REPORTS

S.2008/62 Grants in aid of research

Ref: SR.1; document: GAP/2008/0878

The Senate received a list of grants in aid of research for formal confirmation.

S.2008/63 Written reports of meetings

Ref: SR.2

The Senate received the following written reports of meetings for information and, where appropriate, confirmation:

- (i) Committee for the Associated Institutions, meeting of 24 April 2008 (*OAI/2008/806*);
- (ii) Council, meeting of 2 May 2008 (*GAP/2008/0901*) and 14 June 2008 (*GAP/2008/0902*);
- (iii) Health and Safety Committee, meeting of 20 May 2008 (*SO/08/03*);
- (iv) Research Committee, meeting of 25 April 2008 (*GAP/2008/0905*) and 7 July 2008 (*GAP/2008/0904*);
- (v) Undergraduate Studies Committee, meeting of 29 April 2008 (*StR-2008-062*).

S.2008/64 Academic and academic-related appointments

Ref: SR.3

The Senate received a report that the Budget Review Group had approved the following appointments:

- (i) *Department of Accounting and Finance:* the Group noted the Dean's approval of a full-time indefinite Lecturer (Grade 8), with effect from 1 August 2008. The post has arisen following the resignation of Dr Lubberink.
- (ii) *Administration: Academic Division: Alumni and Development:* the Group noted the University Secretary's approval of a full-time indefinite Alumni and Development Officer (Grade 7), with effect from 16 June 2008. The post has arisen following the resignations of Nick Gilbert and Porsche Ellis.

- (iii) *Administration: Academic Division: Student Support Services:* the Group noted the University Secretary's approval of a Head of Counselling Services (Grade 8), with effect from 1 September 2008. The post is within the current agreed payroll budgets.
- (iv) *Administration: Academic Division: Estates:*
- (a) the Group noted the Director of Finance and Resources' approval of a full-time indefinite Senior Project Manager (Grade 8), with effect from 1 August 2008. The post is within the current agreed payroll budgets;
 - (b) the Group noted the Director of Finance and Resources' approval of a full-time indefinite Landscape Manager (Grade 7), with effect from 1 August 2008. The post is within the current agreed payroll budgets;
 - (c) the Group noted the Director of Finance and Resources' approval of a full-time indefinite Project Manager (Grade 7), with effect from 1 August 2008. The post is within the current agreed payroll budgets;
 - (d) the Group noted the Director of Finance and Resources' approval of a full-time indefinite Senior Project Manager (Grade 8), with effect from 1 August 2008. The post is within the current agreed payroll budgets;
 - (e) the Group noted the Director of Finance and Resources' approval of a full-time indefinite Head of Infrastructure (Grade 9), with effect from 1 August 2008. The post is within the current agreed payroll budgets.
- (v) *Administration: Research and Enterprise Services: Centre for Employability, Enterprise and Careers:* the Group noted the Director of Research and Enterprise Services' approval of a one year 0.4 f.t.e. extension of a Careers Advisor, with effect from 1 August 2008. The post is within the current agreed payroll budgets.
- (vi) *Administration: Research and Enterprise Services: Research Support Office:* the Group noted the Director of Research and Enterprise Services' approval of a full-time indefinite Research Support Officer (Grade 7), with effect from 1 September 2008. The post is within the current agreed payroll budgets.

- (vii) *Institute for Advanced Studies*: the Group noted the Dean's approval of a full-time indefinite IAS Director and Professorship (Professorial), with effect from 1 January 2009. The post is within the current agreed payroll budgets.
- (viii) *Department of Continuing Education*:
 - (a) the Group noted the Director of Regional Outreach's approval of a 12 month 0.5 f.t.e. extension of a Senior Development Officer, with effect from 1 September 2008. The post will be fully funded from project income;
 - (b) the Group noted the Director of Regional Outreach's approval of a three year full-time extension of a Senior Development Officer (Grade 7), with effect from 26 September 2008.
- (ix) *Department of Engineering*: the Group noted the Dean's approval of a full-time indefinite Lecturer/Senior Lecturer (Grade 7/8/9), with effect from 1 June 2008. The post has arisen following the resignation of Dr Baker.
- (x) *Centre for the Enhancement of Learning and Teaching*:
 - (a) the Group noted the University Secretary's approval of a one year full-time Service Desk Officer (Grade 7), with effect from 13 September 2008. The post will be funded from external project income;
 - (b) the Group noted the University Secretary's approval of a one year 0.5 f.t.e. Web Developer (Grade 7), with effect from 6 August 2008. The post will be funded from external project income;
 - (c) the Group noted the University Secretary's approval of a one year full-time E-Learning Development Officer (Grade 7), with effect from 12 September 2008. The post will be funded from external project income.
- (xi) *School of Health and Medicine (Division of Medicine)*: the Group noted the Dean Designate's approval of a full-time indefinite Lecturer/Senior Lecturer in Medical Statistics (Grade 8/9), with effect from 1 August 2008. This post is within the agreed payroll envelope for the School.

(xii) *School of Health and Medicine (Institute for Health Research):*

- (a) the Group noted the Dean's approval of a full-time indefinite Lecturer/Senior Lecturer (Grade 7-9), with effect from 1 May 2008. This post is within the current agreed payroll budgets;
- (b) the Group noted the Dean's approval of a full-time indefinite Senior Lecturer in Palliative Medicine (Grade 9) in the Institute of Health Research with effect from 1 October 2008. The post is within the current agreed payroll envelope for the School of Health and Medicine;
- (c) the Group noted the Dean's approval of a 0.4 f.t.e. indefinite Clinical Tutor (Grade 8), with effect from 1 September 2008. The post will be funded from external project income.

(xiii) *Information Systems Services:*

- (a) the Group noted the Director of Finance and Resources' approval of a full-time indefinite System Developer (Grade 6/7), with effect from 1 August 2008. The post has arisen following the resignation of Bryan Hobson;
- (b) the Group noted the Director of Finance and Resources' approval of a full-time indefinite System Administrator (Grade 6/7), with effect from 1 August 2008. The post has arisen following the resignation of Graham Clinch;
- (c) the Group noted the Director of Resources' approval of an Analyst/Programmer (Grade 6), with effect from 1 August 2008. The post has arisen following the resignation of Adrian Walsh.

(xiv) *Lancaster Institute for the Contemporary Arts: Music:* the Group noted the Dean's approval of a full-time indefinite Lecturer (Grade 7), with effect from 1 September 2008. This post has arisen following the retirement of Professor Bray.

(xv) *Lancaster Environment Centre:*

- (a) the Group noted the Dean's approval of a full-time indefinite Lecturer in Environment and Development (Grade 7/8), with effect from 1 October 2008. The post is within the current agreed payroll budgets;

- (b) the Group noted the Dean's approval of a full-time indefinite Lecturer in Land, Water and Sustainable Agriculture (Grade 7/8), with effect from 1 October 2008. The post is within the current agreed payroll budgets;
 - (c) the Group noted the Dean's approval of a full-time indefinite Lecturer in Ecohydrology (Grade 7/8), with effect from 1 October 2008. The post is within the current agreed payroll budgets;
 - (d) the Group noted the Dean's approval of a six month full-time extension of a Senior Technical/Scientific Consultant (Grade 8), with effect from 1 July 2008. The post is fully funded from project income.
- (xvi) *Lancaster Leadership Centre*: the Group noted the Dean's approval of a two year full-time Health Leadership Centre Manager (Grade 7), with effect from 30 June 2008. The post will be funded from external project income.
- (xvii) *Department of Linguistics and English Language*: the Group noted the Dean's approval of a full-time indefinite Lecturer/Senior Lecturer in Language Testing and Assessment, with effect from 1 January 2009. The post has arisen following the resignation of Dr Banerjee.
- (xviii) *Management School*: the Group noted the Dean's approval of a full-time indefinite Research Support Officer (Grade 7), with effect from 30 June 2008. The post has arisen following the resignation of Amelia Hunt.
- (xix) *Department of Mathematics and Statistics*:
- (a) the Group noted the Dean's approval of a full-time indefinite Chair in Statistics (Professorial), with effect from 1 September 2008. The post has arisen following the resignation of Professor Wit;
 - (b) the Group noted the Dean's approval of a full-time indefinite Lectureship in Applied Statistics (Grade 7), with effect from 1 August 2008. The post has arisen following the retirement of Dr Green;
 - (c) the Group noted the Dean's approval of a full-time indefinite Chair in Applied or Social Statistics (Professorial), with effect from 1 September 2008. The post has arisen following the resignation of Professor Pettit;

- (d) the Group noted the Dean's approval of a full-time indefinite Lectureship in Pure Maths (Grade 7), with effect from 1 August 2008. The post has arisen following the retirement of Dr Tunnicliffe Wilson.
- (xx) *Department of Politics and International Relations:*
- (a) the Group noted the Dean's approval of a 10 month full-time Lecturer in Peace Studies and International Relations (Grade 7), with effect from 1 October 2008. The post has arisen following the award of an ESRC grant to Dr Caspersen;
 - (b) the Group noted the Dean's approval of an 11 month full-time Lecturer in International Political Economy (Grade 7), with effect from 1 September 2008. The post has arisen following the award of a British Academy grant to Dr Sum.
- (xxi) *Ruskin Library and Research Centre:* the Group noted the Librarian's approval of a full-time indefinite Director (Professorial), with effect from 1 August 2008. The post is within the current agreed payroll budgets.