

SENATE

Title of paper: University Global Committee Minutes

Main purpose of the paper: For information

Presenter(s): Professor Chris Whitehead

Date of paper: 12 November 2025

Purpose of the paper

To report on the 15 May meeting of URIC

Relation to strategy and values

Global strategy

Recommendations:

Senate are asked to note the contents of the minutes.

Consultation to date (including any previous committee consideration and its outcome):

UNIVERSITY GLOBAL COMMITTEE
29 May 2025

Present: Helen Challis, Tim Cheek, Stuart Edwards, Jonathan Galloway, Jarlath McKenna, Elisa Miles, Naomi Oosman-Watts, Jonathan Sabarre, Müge Satar, Paul Tyack, Chris Whitehead (Chair), Dennis Wong.

Apologies: Ian Biddle, Justin Cole, Nick Collins, Leo David, Lee Fawcett, Neil Gardner, Andrea Henderson, Mark Ireland, Philip Lord, Ruth McAreavey, Vishna Nadarajah, Premila Nair, Duncan Rayner, Graeme Redshaw-Boxwell, Eleanor Shotton, Ruth Valentine, Laney Wang.

In attendance: Sarah Devenport (secretary), Adi Sharma and Laura Johnstone (Item 3.2)

MINUTES

1. Minutes

Received:

Document A: Chair Approved Minutes of UGC 23 January 2025

Noted:

The minutes of the previous meeting were agreed as correct record.

2. Updates from Interim PVC Global

Noted:

1. Coimbra Group application update: Our EOI and letters of support from Universities of Edinburgh, Leiden, and Bergen have been submitted. The outcome is expected next month.
2. The new Immigration White Paper will reduce the length of graduate working visa to 18 months and introduce a levy on international student fees. Details of the levy are currently unclear.
3. Further details are awaited on the government's recent commitment to rejoining ERASMUS+.
4. An Employability Working Group has been established to rethinking global employability activity to attract all students.
5. The Global Education Experience Group (GEEP) will become the International Student Experience Forum, which will report into both UGC and UEC.
6. Newcastle City Council are working on their international strategy. A working group will be established with representatives from both Universities in the city.
7. The North Sea University Partnership is organising a conference in Brussels on the theme of North Sea energy, with key experts invited from each university in the partnership.
8. The RENKEI partnership group recently met at Newcastle and Durham Universities.
9. Taiwan University of Technology (TYUT) is visiting the University on 23rd January 2025.

3. Items for Information/ Discussion/ Endorsement

3.1 Global Strategy Implementation KPIS

The Head of Strategic Planning and Change presented the report for discussion.

Noted:

1. An overview of the University KPI review timeline was provided. Further consultation with main University committees will take place early in 25/26.
2. If the correct KPIs are chosen an observer will be able to tell what an institution/ strategy is seeking to achieve.
3. Links between strategic goals, strategic objectives and tactical enablers were explained. KPIs are the operational measures what will tell you if enablers/ actions are working.
4. Historically KPIs have only be used for reporting, they can and should be used more powerfully to identify if the right actions have been chosen to drive strategic goals.
5. Each level of KPI (e.g. Institutional, Strategic) should be limited to 10-12, to drill down into what is really important
6. KPIs should allow us to address strategic risks SR7 and SR8 and the KPIs and relevant risks should reflect one another.

Discussed:

7. The role of UGC and GSIG in allowing Council to be assured that we are doing the things we said we would do. An assurance matrix is to be produced to map out who is looking after what.
8. Where accountability sits is to be determined, noting the importance of making clear and defining responsibilities and the connecting points between the four cross-cutting strategies.
9. The importance of understanding the resources available to PVCs/strategy leads, as this will are spread over different Units.
10. How to ensure ASEAN campus strategies are aligned and to identify which institutional KPIs the campuses can explicitly support.
11. KPIs provide a pathway to implementation of strategies at local levels and help to guide local planning.
12. The steps UGC can take to monitor KPIs including having reporting on the KPIs linked to each area of the strategy as a regular standing item. This will help understand what is working and not and allow UGC to make recommendations for action.
13. KPIs will allow us to focus on areas of strength to support the storytelling area of the Global Strategy.

3.2 TNE update

Received: Document B- Proposed Terms of Reference for TNE Implementation Group

Noted:

1. The University was an early adopter of major TNE when setting up the ASEAN campuses but there has been less development of smaller TNE opportunities since then.
2. The importance for TNE programmes to provide opportunities for institutions to learn from each other, and not just be an exporting of our education.
3. The University has four Global Growth priority regions, ASEAN, China, Kingdom of Saudi Arabia, and India.
4. ASEAN: NewRIIS and NUIS have both recently completed moves to new premises, the article in NU Connections 28 May 2025 provides more information. There is shared working space at downtown Singapore is available for use by colleagues on trips to Singapore. A partnership with Ngee Ann Academy in Singapore has been developed to facilitate PGT delivery, with programmes commencing from September 2026. New programmes at NUMed are progressing through the approvals process: Sport and Exercise Science; Data Science; Potential programme with HaSS and Universitas Gadjah Mada. NUMed has recently been rated Grade B for the 2025 Planetary Health Report.

5. China: An initial list of 9 potential partners has been short-listed to 2. A paper will go to UEB in mid-June for a final decision. Pending UEB decision, the proposal will be submitted to the Chinese Ministry of Education for approval in Sept 2026, with the first cohort of student anticipated to start in September 2027.
6. Saudi Arabia: TNE in KSA is at very early stages, and Newcastle is currently undergoing scoping activities and responding to new opportunities when they arise. There is new regulatory environment in Saudi Arabia and a limited number of licenses being granted from the government.
7. India: The Expressions of Interest process led to the defining of a broad set of principles for the project, with further Market Insights requested by UEB. NDAs have been issued to all organisations as proposals are explored in more detail. Similar themes arose in the discussions, including the need to differentiate Newcastle, and build brand and reputation. Employability is a key element to success so building links with industry and alumni will be important. There are opportunities to build partnerships before opening a branch campus through joint programmes and CPD. A visit to India led by Professor Stuart Robinson, Dean of the Business School, will take place w/c 02/06/25 including meetings with state Education Ministries.
8. The importance of the contributions made to TNE programmes by colleagues, particularly in the International Office and on ASEAN campuses.
9. It was proposed that a TNE Implementation Group is established to manage and monitor global TNE operations, building from the work of the ASEAN Forum, which it would replace. The TNE Implementation Group would have oversight of broader TNE plans and ambitions. The committee approved this proposal.

Discussed:

10. Employability programmes which have been successful in the UK can be adapted for India. Good brand partnerships, e.g. PWC will be attractive to Indian students.
11. The Chair has attended a meeting of the UK China Joint Alliance Institute, a British Council led group of UK and China institutes involved in TNE, as an observer. The group provides support for institutions moving into the China TNE market.
12. How to embed research/ collaboration into TNE partnership and use TNE as a platform for supporting research collaborations.

Agreed:

13. To endorse the proposed Terms of References for the TNE Implementation Group.

4. Items for report

The following items were for report only and were not discussed.

4.1 Agreements and MoUs

Details of recently signed Partnership Agreements to be circulated as Document C

4.2 Minutes from SMSC January 2024

Received: Document D- Minutes from the most recent Student Mobility Sub Committee.

4.3 International Research Funding Strategic Plan

Received: Document E- The University's International Research Funding Plan 2024/25-2028/29.