

**SENATE**

**Title of paper: Proposed NU Centre of Research Excellence in Behaviour**

**Main purpose of the paper:** For decision

**Presenter(s): Professor Matthew Grenby (PVC for Research and Innovation)**

**Date of paper: 11<sup>th</sup> October 2024**

**Purpose of the paper**

Senate is invited to consider for approval a proposed NU Centre of Research Excellence in Behaviour (FMS-led). It is intended that this NUCoRE will become the 17th NUCoRE, which will enable the University to offer a coherent narrative of our collective excellence in behaviour research.

**Relation to strategy and values**

NU Centres of Research Excellence (NUCoREs) are a transformative initiative of the 2018 Research Strategy. NUCoREs are designed to build diverse multidisciplinary teams that build a collaborative and collegial Research Culture. There are also opportunities to align with NU Shape whereby the sustainability of the NUCoRE can be enhanced through research-led teaching at UG and PG levels.

**Recommendations:**

Senate is invited to approve the proposed Centre.

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

Community Workshops held in 23/24

Discussion with RSIG in May 24

Endorsement at URIC, SAgE FEB, and HaSS FEB, June/ July 24,

Endorsement at FMS FEB, September 24

Endorsement at UEB, October 24

## Appendix A - NUCoRE proforma

<b>NUCoRE name</b>	Centre for Behaviour	
<b>Lead proposers</b>	Co-Directors Rosario Aguilar (GPS, HaSS) Emily Oliver (PHSI, FMS) Isabel Smallegange (SNES, SAgE)  With (in alphabetical order): Christine Cuskley (SELLL, HaSS), Gabi Jordan (SoP, FMS), Candy Rowe (NUBI, FMS), John Skelhorn (NUBI, FMS)	
<b>Lead Faculty</b>	FMS	
<b>1. What?</b>		
<p>Behaviour traditionally emerges from the interaction between an animal and its environment. It is shaped by physiological and cognitive mechanisms (such as motivation and learning), social factors (including the need to compete or collaborate), environmental conditions (for example, the availability of resources), and changes over evolutionary time and the life course (such as through development and ageing). It shapes every aspect of our lives from health and wellbeing to industry and politics, with the actions of individuals in turn affecting the behaviour of organisations, societies, and governments.</p> <p>Responding to high-profile calls for more <a href="#">unified approaches in behavioural sciences</a>, this NUCoRE will connect and platform the behavioural research community across Newcastle University and beyond by uniting existing, but still siloed, structures and areas of excellence (see Section 4: Who). In doing so, we will work together to position ourselves as a visible, innovative and trusted leader of behavioural science regionally, nationally, and internationally, able to compete and collaborate, as appropriate, with existing and emerging centres here and elsewhere.</p> <p><b>Our mission is:</b></p> <ol style="list-style-type: none"> <li>(1) To become globally recognised thought leaders, driving the understanding of behaviour from an interdisciplinary perspective, and</li> <li>(2) To provide a unique, creative and collaborative environment, where we can innovate solutions to key societal challenges, and inspire the next generation of behavioural sciences researchers.</li> </ol> <p><b>Research advances:</b> Over the next five years, we aim to:</p> <ul style="list-style-type: none"> <li>• Share methodologies and approaches across disciplines to better understand what drives behaviour in both individuals and complex systems, and how it varies and can be changed;</li> <li>• Apply theory-based and data-driven solutions to address key challenges (e.g., climate and health-related behaviours; sustain healthy ageing; creating thriving and adaptive organisations and systems; improving animal welfare; democratic backsliding; building research cultures) to develop successful implementation strategies and policy change;</li> </ul> <p><b>Further aims:</b></p> <ul style="list-style-type: none"> <li>• Drive advances in measuring behaviour and impacting behaviour change, where we have extensive existing expertise, allowing cross-fertilisation across disciplines and practice;</li> <li>• Train the next generation of interdisciplinary behavioural sciences researchers and practitioners who can tackle future challenges in new ways;</li> <li>• Create a strong collaborative research community who enable each other's ambitions and successes and build lasting external networks through which we can tell a unified story about our research excellence externally.</li> </ul>		

### What makes a NUCoRE in Behaviour at Newcastle distinctive?

We have expertise across all stages of behavioural research, from discovery science to its application in policy and evaluation in society, spanning diverse disciplines, methodologies, species, and perspectives. We are therefore well-placed to avoid some of the homogenisation observed in established centres, and to provide both a critical perspective and new approaches to longstanding challenges in the field. Our wider assets, both at the University and regionally, offer great potential for establishing NU as a leader in generating and processing behavioural data.

## 2. Why?

*Indicative 150 words*

Behavioural science attracts funding from diverse channels including Wellcome, Leverhulme Trust, ESRC, BBSRC, AHRC, and NIHR, making it ideally suited for cross-council UKRI funding, and for collaborative and multidisciplinary calls from international funders (e.g., NIH, ERC). Funding for the behavioural sciences is booming with recognition of the [contribution it can make to major social challenges \(UKRI\)](#), to health ([World Health Organisation Resolution WHA76.7, 2023](#)), and, [towards the UN sustainable development goals](#) (e.g., responsible consumption; conservation; health). The ESRC [recently invested £17m](#) in a national behavioural sciences leadership 'hub' and accompanying training 'spoke', with funding for additional 'spokes' (or centres of excellence) to come. **To best compete for similar and future large-scale investments (e.g., centres of excellence; research centres), and grow topic-focused behavioural sciences funding, we need to:**

- Strengthen the cohesiveness of internal behavioural sciences colleagues and infrastructures, driving collaboration, innovation, and more efficient and effective pursuit of funding. Feedback from our community workshops (November 2023; January 2024) highlighted existing community fragmentation as a barrier to success;
- Better platform (i.e., brand and communicate) our strengths and profile with collaborators and funders, positioning Newcastle as a leader in interdisciplinary behavioural sciences;
- Increase research and teaching quality to increase the impact and reach of our research, and attract more funding and outstanding colleagues and students to NU, further boosting critical mass.

Early work of the NUCoRE will accelerate these actions, including new funding applications, in high priority areas. These are likely to align with existing areas of excellence and planned strategic foci including: healthier lives, human-animal behaviour intersections (e.g., animal welfare), and ageing. We will also be better placed to convene high-quality teams to respond efficiently to emerging calls (e.g. research culture).

Our track record makes us both a 'good bet' and a realistic challenger to established centres elsewhere. Our successes include a Leverhulme Doctoral Training Centre [2018; >£1M to the Centre for Behaviour and Evolution], the interdisciplinary NIHR Behavioural and Social Sciences Policy Research Unit [2024-2028; c£5m award; OLIVER is PI], and a £1M award from Wellcome [ROWE is a CoI] to build leadership capacity for psychologically safe and inclusive research environments and incentivise behaviour change. This also demonstrates the potential power of applying expertise in organisational psychology and behaviour change to improve behaviour and research culture here at NU, which can build research environments and team performance and support evaluation of PCE in REF 2029. Our key points of difference include: (i) the breadth of our community (diverse job families and disciplines), enabling a broad conceptualisation of behaviour and its drivers; (ii) a broad range of methodological approaches; and (iii) opportunities to collaborate with existing centres of excellence at NU (e.g., Data Centre of Research Excellence).

The proposed NUCoRE and its workplan directly support Faculty and University-level strategy. Complementing the ongoing work of NUShape, a NUCoRE in Behaviour can aid efficiency in all areas of work by reducing duplication of efforts in independent research groups at present (e.g., grant identification, network building) as well as identify exciting interdisciplinary teaching offers based on our research strengths. For example, we are

already discussed a Cognitive Science UG Degree that would be attractive to a North American market. Because behavioural research can bridge the gap between technology, sustainability, and societal well-being, it aligns well with [the Faculty of SAgE strategy](#) to have impact on societal challenges, including climate change, digital technology, smart energy. Building on [FMS-based research themes](#), the NUCoRE's work targets progress concerning the Faculty's three pillars (quality, income, and reputation). Furthermore, it also aligns with [the Faculty of HaSS' values](#) on sustainability and inclusivity by aiming to welcome different approaches and themes related to behaviour research and teaching.

### 3. Plans for consultation/development

*Indicative 150 words*

Institution-wide calls for expressions of interest in developing large-scale behavioural sciences grant applications in Autumn 2022 identified the breadth of the community at NU (over 50 responses across all Faculties). Respondents shared current and planned areas of work, which underpinned subsequent conversations with colleagues about developing a NUCoRE, including with the PVC of FMS (March 2023). Following positive initial feedback, using the community provided by the CBE and connections made via the grant-related call, a core group of colleagues driving this application convened.

After early 'sense-checking' with established communities, we have held two University-wide community workshops with both targeted and open invitations and attracted wide participation across academic colleagues and those in supporting services.

In the first workshop (November 2023; 63 participants), colleagues expressed interest in a multidisciplinary approach to studying behaviour across various contexts and domains. Colleagues were eager to share their diverse set of skills and experiences and contribute to the wider community, fostering collaboration and enriching the collective knowledge base.

In the second workshop (January 2024; 40 participants), we explored how we can build an effective, sustainable community. Group discussions highlighted relevant activities that the NUCoRE could fulfil, including:

- Mentorship to colleagues concerning research, teaching and funding strategies;
- Support, feedback, and 'hothousing' for larger interdisciplinary grant applications, leveraging the expertise of NUCoRE members involved in funding panels to proactively position research teams and prepare for opportunities, and to enhance the quality of applications.
- Supporting engagement outside the university (i.e., teaching modules on behavioural change and sustainability to agricultural universities & veterinary schools; human behaviour change, etc.).

We also consulted the Deans of R&I of each Faculty to discuss how this NUCoRE aligns with faculty strategies, incorporating feedback into this proforma.

#### 4. Who?

*Indicative 150 words*

**Internal:** Existing communities would combine to form the core membership of the NUCoRE and provide engagement and outreach to all areas of the University. Areas of academic excellence include: interdisciplinary evolutionary perspectives (the [Centre for Behaviour and Evolution \(FMS/SAGe/HaSS\)](#)), behavioural science ([Behavioural Science and Psychology theme](#)), health and policy (the [Population Health Sciences Institute](#) that hosts the NIHR-funded [Behavioural and Social Sciences Policy Research Unit](#)), behavioural economics (the Business School, who host the [Experimental & Behavioural Economics Lab](#)), language and communication (e.g., [Language Evolution, Acquisition and Development](#) Group; HaSS), and econometrics and political perspectives on behaviour (the School of Geography, Politics and Sociology, who host the [Quantitative research in Politics group](#) and the [Governance and Political Organisations](#)).

We have critical mass and related infrastructures that can position NU as a centre of expertise in the generation and processing of behavioural data, including the [National Innovation Centre for Data \(NICD\)](#), [Data Repository LingLab](#), and [OpenLab](#). We will also take a team research approach, including professional services colleagues interested in behaviour and behaviour change (for example, in Organisational Development). As behavioural issues underpin a range of social challenges, we will work closely with other NUCoREs to embed behavioural expertise in their work, in particular [the Centre for Urban and Regional Development \(CURDS\)](#); [the Centre for Healthier Lives](#); the [Research Software Engineering](#) and the [Data Centre of Research Excellence](#).

#### **External partners:**

We would leverage our strong links with local, regional, national and international policy (e.g., DHSC; [Insights North East](#)), practice, industry (e.g., YouGov, Ipsos) and community partners interested in behavioural sciences to engage them in the centre's work. This will be supported by liaison with the [Policy Academy](#), a training and networking hub for policymaker engagement, and the £9m [Centre for Digital Citizens](#).

Early work of the NUCoRE would involve proactive outreach to funders (open or commissioned) and/or users of behavioural sciences research that we do not already engage with, or do not engage with at scale. This would include strategic meetings with high-profile national and international potential collaborators/competitors, such as: the ESRC's new leadership hub ([Behavioural Research UK](#)) and [the WHO's Technical Advisory group on behavioural insights and sciences for health](#).

**Leadership team:** The team will represent different aspects of the work of the NUCoRE and be based across the three faculties of the University. The core team comprises three co-Directors (one from each Faculty: Rosario Aguilar, HaSS; Emily Oliver, FMS; Isabel Smallegange, SAGe). We will also have three cross-cutting themes on Methods, Theory, and Impact, identified from the community workshops. To ensure sustainability and future succession planning, we will work across faculties to identify early and mid-career leads for emerging roles we identify within the first year. We have already had several colleagues express interest in being involved. A steering group comprising the proposers here, along with professional support services and technician colleagues, and early career leaders, will advise the NUCoRE in its first year. We anticipate our governance structure will develop alongside the needs as the NUCoRE becomes operational.

#### 5. How?

*Indicative 300 words*

Based on inputs from our workshops, **our general approach** will cross traditional disciplinary boundaries, using methods from psychology, ethology, behavioural ecology, neuroscience, economics, politics, computer science, sociology, data science, and linguistics. We take the broadest possible view of behaviour, and study everything from perception, information processing, and decision-making, through the behaviour of individuals, to the behaviours of social structures and systems. Uniquely, our expertise spans discovery science supported by our diverse natural, agricultural, laboratory and database facilities, through to translational and implementation approaches addressing social challenges, often working directly with policy and wider stakeholders to do so. We are dedicated to developing novel, technology-driven methods for collecting, monitoring, and analysing behavioural data, among other research objectives.

The planned actions and activities of the NUCoRE aim to enhance research quality by identifying and supporting work that seeks to challenge established orthodoxies and make

substantial, rather than incremental, changes in knowledge and understanding concerning behaviour. We recognise that working across and between disciplines, and leading methodological innovation, is a key way to enable this type of research. By working together and maximising connections and resources, we also anticipate work having broader reach and scale. Connecting discovery science with our social and policy-facing expertise has much potential for driving meaningful impact.

Our workshops have identified that, together, we can achieve much that we cannot do alone. To enact progress towards our aims we will:

*Strengthen internal cohesiveness and drive collaboration and innovation by:*

- in Year 1, each theme (Methods, Theory, Impact) will map existing areas/practices of excellence and identify training and grant development opportunities to inform the creation of a cross-institutional strategy for the NUCoRE, providing coherency and maximising assets across our behavioural sciences activities;
- convening regular opportunities (e.g., quarterly fora; monthly community-led masterclasses) for the behavioural sciences community at Newcastle to network, facilitate methodological exchange and training, and share expertise;
- developing a communications process that enables rapid sharing of opportunities for collaboration. We have previous successful examples to draw upon (e.g., a seminar series on emotions and a quantitative research group that include members from GPS and NUBS, brings together colleagues that take an evolutionary approach to behaviour).

*Profile raise by:*

- in Year 1 (and ongoing), proactive outreach and partnership forming with strategic external stakeholders focusing on funders and established behavioural sciences centres;
- in Year 2, host a partnership-forming showcase of our identified good/innovative practices with invited key stakeholders;
- creating a clear online presence for the NUCoRE;
- supporting the development and release of key position papers co-authored with reputable communities and organisations;
- leading events showcasing our work co-hosted in partnership with external stakeholders;
- and identifying and promoting opportunities for unique inter-Faculty supervision of MRes projects, focusing on the application of behavioural sciences to global challenges.

*Enable more efficient and effective pursuit of funding by:*

- In Year 1, leveraging the insight of our members to plan for future interdisciplinary funding opportunities via horizon scanning workshops, scaling up our ambitions (e.g., ESRC centres of excellence; Leverhulme Research Centre for Individuality, 2027 call);
- enhancing grant application quality via community feedback and support;
- and maintaining clear communications to enable the formation of high-quality teams and proposals for rapid response calls.

Planned longer term quality, reputation and income-boosting activities include:

- developing bids for relevant doctoral training programmes/centres (learning from a recent multi-institutional bid that was commended for its innovative approach but ultimately unsuccessful at interview stage);
- coordinating recruitment activities and support for external fellowship applicants to boost critical mass in research strengths;
- the identification and development of new interdisciplinary teaching streams growing a pipeline of high-quality behavioural scientists, from UG teaching through MRes (cf. Animal Welfare programme recently approved);
- identifying and delivering relevant skills training to external partners in response to identified demands;
- opening NUCoRE activities and membership to PGR students across NU's Schools, Institutes and doctoral training centres;
- using our behavioural sciences research and expertise to improve our research culture for all members of NU's community.

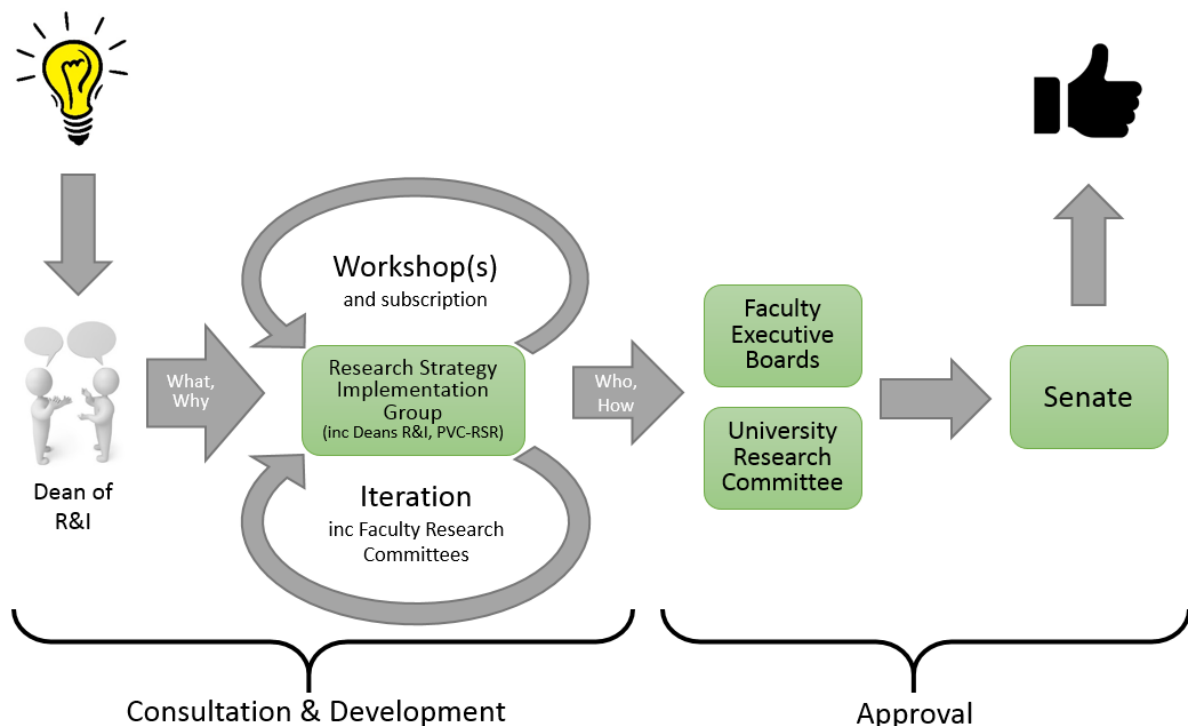
## Appendix Bi - NUCoRE Guidance

NUCoREs will typically:

- be a collective of research investigators (~15-30 academic leads) with a clarity of vision (a research mission) to be delivered through identified work packages or themes across a 5-year period.
- be built on a foundation of collective research excellence and support a diverse team membership (including external partners) representing the spectrum of career stages and capturing a strong element of interdisciplinarity.
- aspire to become a visibly world-leading research centre and to leverage strategic partnerships with one or more key external stakeholders (e.g. external funding bodies, industrial partners, regional businesses, the NHS, local government etc) so as to achieve sustainability.
- promote an ethos of excellent research-led teaching at UG and PG level.
- create nurturing environments and mentorship processes that promote career advancement and reward contributions to research excellence for all NUCoRE staff and students.

See Appendix A for more details.

### NUCoRE Process



The process for forming a NUCoRE is split into two parts:

1. Consultation and Development
2. Approval

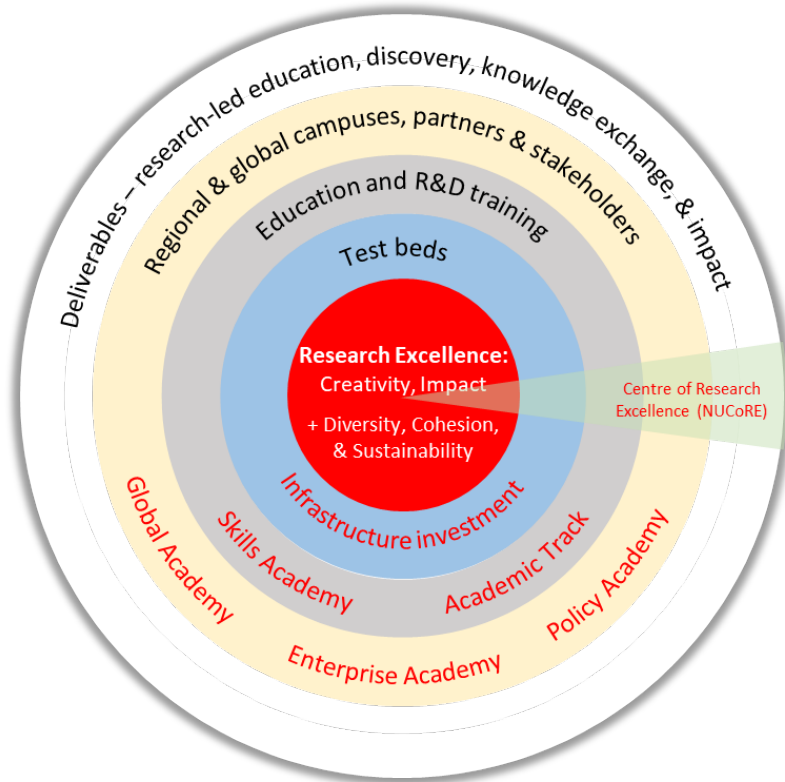
Stage	Steps	Paperwork/Requisites
Consultation and Development	Initial scoping conversation with a Dean of R&I	NUCoRE proforma
	Iterative conversation with RSIG	
	Discussion of NUCoRE proposal at relevant Faculty research committees	
	Workshop/consultation for researchers to develop the NUCoRE and ensure it benefits from the diversity of the whole institution	Invitation/consultation circulated widely
Approval	Presentation of NUCoRE to University Research Committee	NUCoRE proforma
	Presentation of NUCoRE to relevant Faculty Executive Boards	
	Recommendation of NUCoRE status for formal Senate endorsement	

The proforma for NUCoRE development can be found in Appendix B.

*Research Strategy Implementation Group  
October 2018*



## Appendix A - Newcastle University Centres of Research Excellence (NUCoREs)



**Figure 1: NUCoREs in the context of the University Research Strategy**

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**Purpose** To meet our strategic aims by enhancing the outcomes from Newcastle University research, providing an optimal environment to engage and train people in research, create added value by bringing together a critical mass and diversity of disciplines and external partners, and provide a framework for prioritising our strategic research investments

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**Aims** In 2017, Newcastle University had 37 University Research Centres, 13 Research Institutes and numerous research groups, clusters, networks and initiatives.

Launching NUCoREs will consolidate our research assets around coherent research domains to avoid duplication, enhance critical mass, prioritise investments in research, and provide a narrative for our research activity that is understood inside and outside the University. There is no target number for NUCoREs but it is unlikely that there will be more than 20 across the University in the first phase.

As indicated in Figure 1, NUCoREs will have research excellence at their core, will encompass the diversity in their membership that is needed to deliver their strategic goals, and will explicitly align with the distinctive characteristics of the University's research. NUCoREs will usually include in their strategy the use of real-world test beds, support for life-long education, and engagement as an anchor institution in the region and with external partners. They will also contribute, together with

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Schools and Institutes, to the fostering of new areas of research within their core mission.

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**Alignment with guiding principles**

*Visibly leading:* NUCoREs will not only describe current research excellence, but will co-produce a vision for a coherent research mission over the next 5 years. They will achieve a national and international brand.

*Working together:* NUCoREs will corral resources from all necessary disciplines across the institution to address major challenges. They will provide a venue for sustained collaboration with external partners, and a contact point for affiliated researchers based in London, Singapore and Malaysia.

*Freedom & opportunity:* NUCoREs will provide a venue for all staff and research-active students to join in an important collective research programme.

*Responding to challenges:* NUCoREs will be tasked with setting an agenda for external partnerships and for research-led teaching and training.

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**Implementation**

NUCoREs will be developed by iterative engagement between researchers and with support from University Research Committee (URC) and approval by Senate. They will be reviewed formally every 3 years by URC in an iterative process, to include face-to-face discussion, and informally at least annually. By default, NUCoREs will close after 5 years unless actively renewed.

Existing research centres, institutes and other groupings may be identified as NUCoREs and/or consolidate to form NUCoREs. It is anticipated that NUCoREs will draw in staff and research-active students who are not currently affiliated with a University Research Centre.

Within 3 years, a portfolio of NUCoREs will have replaced the existing University Research Centres. NUCoREs may host sub-Centres in the interests of maintaining brand identity, progressing a distinct programme within the over-arching domain of the NUCoRE, or managing a substantial strategic funding award. Creation or incorporation of sub-Centres will be subject to agreement with University Research Committee.

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**Governance**

NUCoREs will be hosted within Faculties rather than Schools to facilitate cross-institutional reach while retaining unambiguous access to Faculty-based support services.

A Director or Co-Directors will be appointed with responsibility for academic leadership, to be supported by their Faculty and/or School professional service team. The internal governance of a NUCoRE will usually include a strategic management group and external advisory board.

Principal Investigators will subscribe time (reflected in their work allocation model if appropriate) to participate in NUCoREs. Line management, provision of facilities and monitoring of PGRs will remain within the host Academic Unit. An individual investigator may be a member of multiple NUCoREs but one of these should be primary and the others as an affiliate member.

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**Resource implications**

The strategy set by NUCoREs and its endorsement by URC and Senate will provide a powerful indicator of priorities for strategic investment in research facilities, staff (eg through NUAct) and educational programmes.

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Strategic investments in research activity will be recommended by URC in negotiation with the Faculties; these will be focused on appropriate infrastructural, HEIF allocation and set-up funds to enable NUCoREs to fulfil their role in bringing researchers and partners together and to leverage external funding; University funding will not be intended to enable NUCoREs to hold internal sub-funding competitions.

NUCoREs will be required to demonstrate financial sustainability through research income and provision of services internally and externally if appropriate. Trickle down of FEC and overhead income to NUCoREs will be consistent with policy in the host Faculty.

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**Strategic  
outcomes**

By hothousing research excellence and constructing teams capable of addressing major challenges, NUCoREs will leverage additional grants and contracts to contribute to increased research intensity, increase the proportion of high quality outputs and the talent pipeline of independent researchers to increase research power, and improve external collaboration and impact.

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### Appendix Bii- NUCoRE proforma

We recommend completing questions 1-3 at the start of the process with questions 4-5 following later. The proforma can and should be iterated throughout the development process.

<b>NUCoRE name</b>	
<b>Lead(s)</b>	
<b>Lead Faculty</b>	SAGe/HaSS/FMS
<b>1. What?</b>	<i>Indicative 150 words</i>
<p>e.g.</p> <p>What is the topic and mission of the NUCoRE?</p> <p>What specific research advances will it aim to deliver in the next 5 years?</p> <p>What workpackages or sub-themes/groupings might make up the NUCoRE?</p>	
<b>2. Why?</b>	<i>Indicative 150 words</i>
<p>e.g.</p> <p>What are the external drivers and horizon scanning that tell us this is timely?</p> <p>What is our distinctive competitive advantage in this domain? How do we differ from other centres of excellence?</p> <p>What major contributions have we already made?</p>	
<b>3. Plans for consultation/development</b>	<i>Indicative 150 words</i>
<p>e.g.</p> <p>How will you capture the diversity of potential contributors across the host Faculty, University, international campuses and external partners?</p> <p>What consultation/workshops are you planning as part of the development process?</p>	

**4. Who?***Indicative 150 words*

Which researchers, research groups, networks, existing University Research Centres or other Newcastle 'assets' will contribute to the NUCoRE?

Which external partners will be involved?

How have you captured the diversity of potential contributors across the host Faculty, University, international campuses and external partners?

Who will make up the senior leadership team?

**5. How?***Indicative 300 words*

e.g.

What workpackages or sub-themes/groupings might make up the NUCoRE?

What external grants and contracts and/or philanthropic donations can be leveraged by the NUCoRE?




What thematic doctoral training programmes will align with the NUCoRE mission and how will these be funded?

What research-led teaching will be developed from the NUCoRE?

How will the NUCoRE address the guiding principles:

- Visibly leading
- Working together
- Freedom & opportunity to succeed
- Responding to challenges

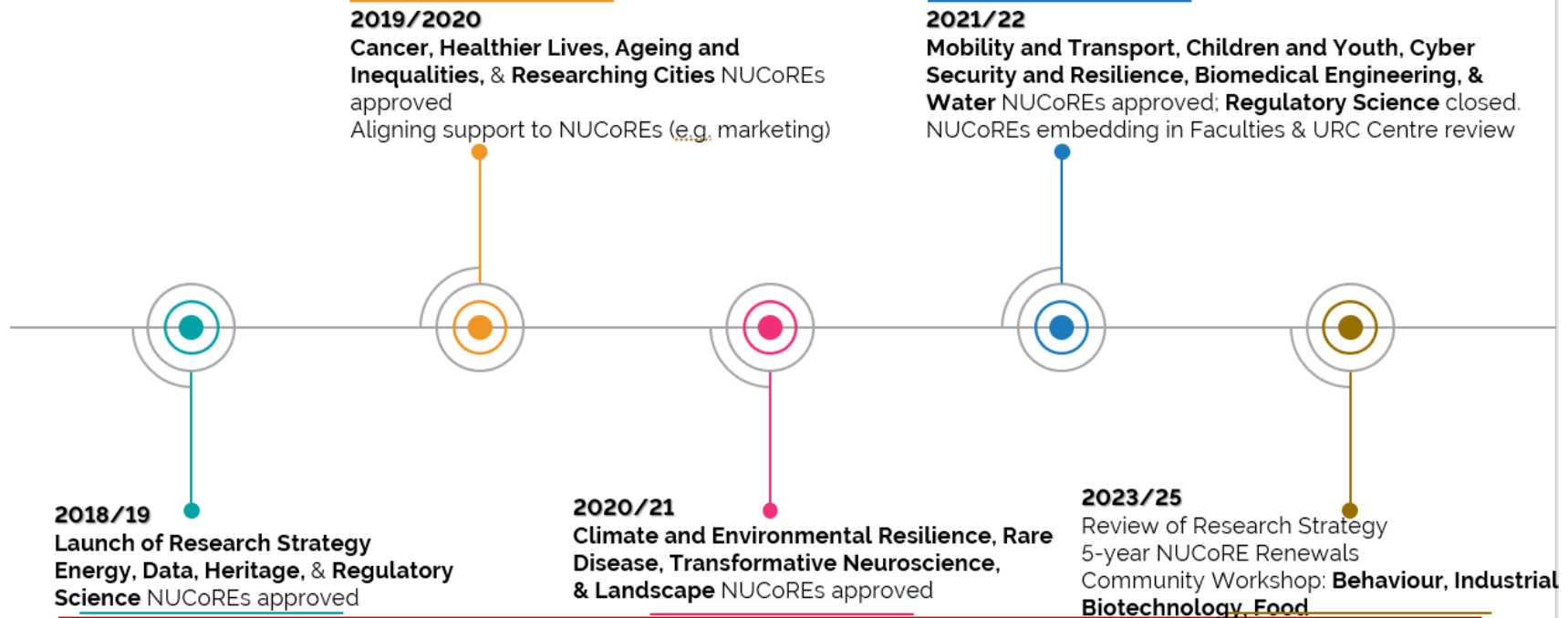
## FOR COMPLETION BY MEMBERS OF THE RESEARCH STRATEGY IMPLEMENTATION GROUP

<p>The URC Research Strategy Implementation Group will assess the strengths of the proposed NUCoRE by indicating whether the proposal satisfies criteria via a traffic-light scoring system where:  <b>Green = Demonstrated</b>  <b>Amber = Partially demonstrated, but requires further development</b>  <b>Red = Not likely to be demonstrated</b></p>			
Criteria			
<b>[1] The NUCoRE has articulated a clear and forward-looking research mission.</b>			
<i>Explain score here</i>			
<b>[2] This NUCoRE will consolidate and build on existing research strengths and assets at Newcastle.</b>			
<i>Explain score here</i>			
<b>[3] This NUCoRE reaches across disciplines and Faculties.</b>			
<i>Explain score here</i>			
<b>[4] This NUCoRE has a distinctive competitive advantage in this domain both nationally and internationally, and has potential to leverage strategic partnerships with one or more key external stakeholders (e.g. external funding bodies, industrial partners, regional businesses, the NHS, local government etc), so as to achieve sustainability.</b>			
<i>Explain score here</i>			
<b>[5] This NUCoRE will create and sustain a nurturing and collaborative research environment.</b>			
<i>Explain score here</i>			
<b>[6] The NUCoRE will promote an ethos of excellent research-led teaching at UG and PG level.</b>			
<i>Explain score here</i>			

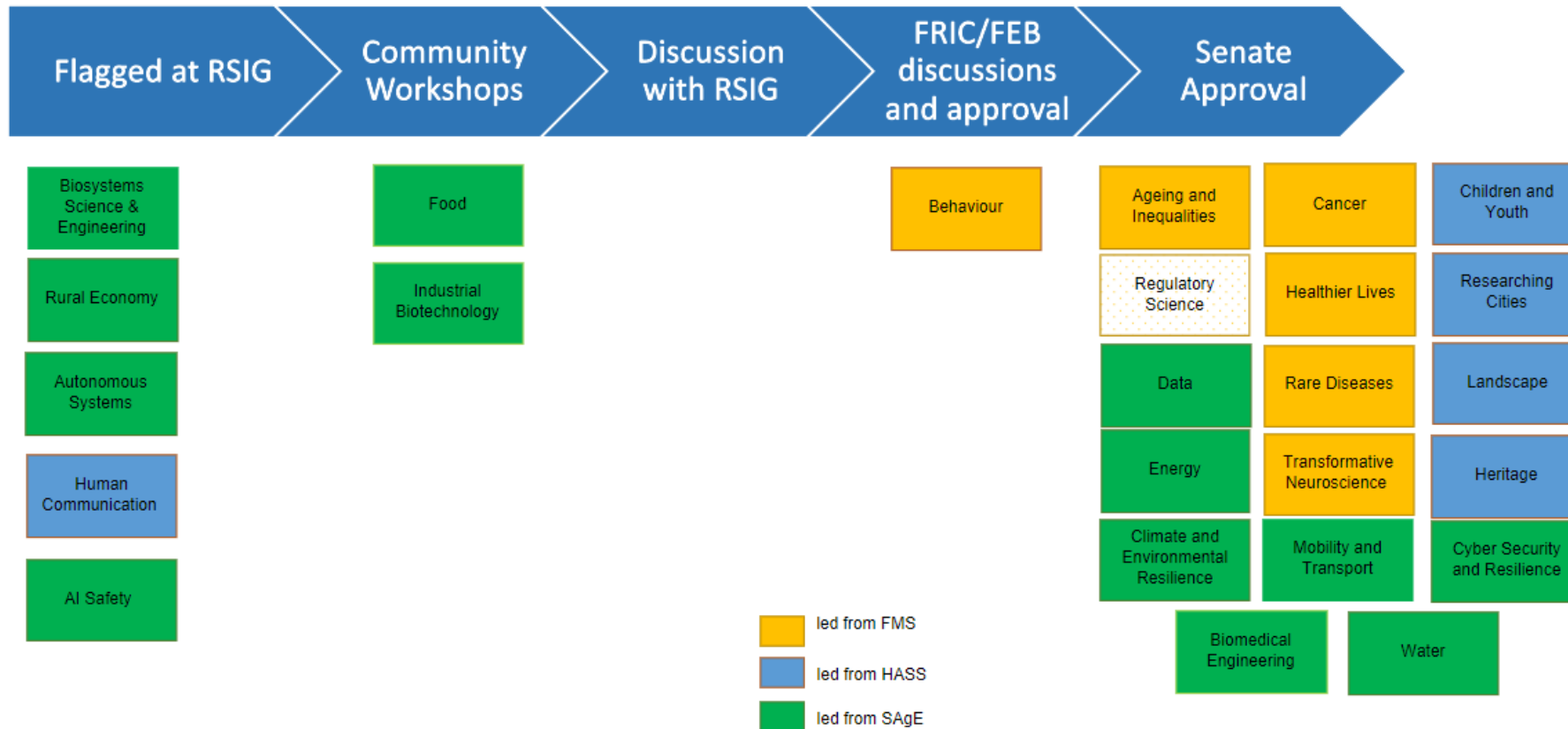
NUCoRE Developments



# Timeline 2019-Present



# NUCoRE Developments: Governance





Appendix E – NUCoRE 5-year Renewal Governance Timeframe

# NUCoRE 5-year Renewal Governance Timeline

