

UNIVERSITY OF WARWICK

COUNCIL

**Minutes of the meeting of the Council held on 10 October 2013**

Present: Sir George Cox (Chair), Mr K Bedell-Pearce, Ms V Cooke (Vice-Chair), Professor S Croft (Provost), Mr P Dunne, Mrs P Egan, Mr J Higgins, Mr G Howells, Professor C Hughes (Pro-Vice-Chancellor for Education (Innovation, Widening Participation and Employability)), Professor C W Hughes, Professor T Jones (Pro-Vice-Chancellor for Research (Science and Engineering), Knowledge Transfer and Business Engagement), Mr C March, Sir David Normington, Mr N Sanders, Mr B Sundell, Professor S Swain, Professor Sir John Temple, Mr M Temple, Professor P Thomas, Professor N Thrift, Professor P Winstanley.

Apologies: Dame Fiona Caldicott, Ms T Elliott, Ms V Heywood.

In Attendance: Ms R Drinkwater (Group Finance Director), Mrs P Glover (Head of Institutional Governance Services), Mrs C Henrywood (Assistant Registrar (Governance)), Ms J Horsburgh (Deputy Registrar), Mr K Sloan (Registrar and Chief Operating Officer).

NOTE: The Pro-Chancellor welcomed the Registrar and Chief Operating Officer following his period of absence, and welcomed new and returning members to the first meeting of the Council for the academic year 2013/14. The Pro-Chancellor congratulated Professor Stuart Croft on his appointment to the position of Provost, effective from 10 October 2013.

1/13-14 Minutes

RESOLVED:

That the minutes of the meeting of the Council held on 10 July 2013 be approved subject to amendment to minute 115(h)/12-13, as follows: (amendment underlined, deletion ~~struck through~~)

REPORTED:

(...)

(h) That while the majority of students ~~were engaged through~~ with the SU's democratic structures, some do not ~~there were students who by-passed the SU,~~ as had occurred with this group.

(...)

2/13-14 Conflicts of Interest

REPORTED:

(a) That, should any members or attendees of the Council have any conflicts of interest relating to agenda items for the meeting, they should be declared in accordance with the CUC Guide for members of Higher Education Governing Bodies in the UK.

(by the Pro-Chancellor)

- (b) That Council members were encouraged, wherever possible, to inform the Registrar and Chief Operating Officer prior to the meeting of any potential conflicts of interest, and were also invited to do so now if appropriate.

NOTE: No declarations were made.

3/13-14 Council Effectiveness Review (CER) (minute 122/12-13 refers)

CONSIDERED:

An oral update from the Deputy Registrar regarding the progress made over Summer 2013 in relation to the CER.

REPORTED:

- (a) That with regard to implementing effective structures, the Deputy Registrar had conducted soft consultations on behalf of the Registrar and the Chief Operating Officer over the Summer, with a view to bringing formal proposals to a future meeting of the Council.
- (b) That delegations of authority had been mapped based on the University's current governing instruments and terms of references for committees in preparation for reworking these arrangements under any new committee structure.
- (c) That work to introduce quoracy rules in line with the recommendations of the Assurance Visit review conducted by the Higher Education Funding Council for England (HEFCE) was underway, together with a review of the use of Chair's Action.
- (d) That the delivery of a pre-Council briefing on the responsibilities of a governor similar to the presentation that was delivered on 9 October 2013 by SGH Martineau would be considered for the briefing sessions in October 2014.
- (e) That incremental improvements had been made to the Council agenda and the presentation of papers and that this work would continue.
- (f) That an exploratory research project into the potential use of technology was underway, such as Board Portals, to support the Council and other committees, and members of the Council were encouraged to contact the Institutional Governance Services team with their views.
- (g) That as part of raising the profile of the Council and its membership within the University community, a 'My Warwick Life' article about Ms V Cooke was planned for November/December 2013.

RESOLVED:

That members of the Council be encouraged to contribute any views on the use of Board Portal technology to support the work of committees by contacting Institutional Governance Services.

4/13-14 Fact-Finding Visits to International Higher Education Institutions (HEIs) Proposal  
(minute 107c/2012-13 refers)

RECEIVED:

An oral update from the Pro-Chancellor concerning the fact-finding visits to International HEIs.

REPORTED:

- (a) That the concept of fact-finding visits was supported by the majority of the Council.
- (b) That in light of the current number of international commitments, the fact-finding visits would be implemented in 2014.

5/13-14 \*2012-13 Year-End Outturn (minute 124/2012-13 refers)

**(COMMERCIAL AND IN CONFIDENCE)**

RECEIVED:

An oral update from the Treasurer and the Group Finance Director on the 2012-13 year-end outturn.

6/13-14 \*University Widening Participation Strategy (minute 126/2012-13 refers)

**(COMMERCIAL AND IN CONFIDENCE)**

RECEIVED:

An oral update from the Pro-Vice-Chancellor for Education (Innovation, Widening Participation and Employability) regarding the University Widening Participation Strategy.

7/13-14 \*Report from the Nominations Committee

**(COMMERCIAL AND IN CONFIDENCE)**

CONSIDERED:

An oral report from the Pro-Chancellor following the meeting of the Nominations Committee held on 9 October 2013.

8/13-14 Vice-Chancellor and President's Business: Athena SWAN Awards (minute 80/12-13 refers)

REPORTED:

- (a) That the University had been successful in achieving an Athena SWAN Silver Institutional award, noting that the University was one of only four universities to hold this award and was the only university to achieve it in this submission round.
- (b) That the Mathematics and Statistics departments also achieved Bronze Athena awards in this round and as a result, all of Warwick's STEM departments either hold or have submitted for an award.

- (c) That it would be important that Universities hold the Athena SWAN awards at both institutional and departmental level by 2015, as this might become a mandatory requirement to apply for Research Council funding.

9/13-14 Vice-Chancellor and President's Business: Undergraduate Open Day and Arrivals Weekend

REPORTED:

- (a) That thanks be recorded to everyone who contributed to the undergraduate Open Day on 21 September 2013, noting that the event had been well attended and was a major factor in supporting the conversion of applicants to choosing Warwick as their place of study.
- (b) That thanks also be recorded to all those who helped to settle new students in to the University over Arrivals Weekend.

10/13-14 Vice-Chancellor and President's Business: Research Excellence Framework (REF) and Research

REPORTED:

- (a) That thanks be recorded to those who had contributed to the University's REF submission over a substantial period of time, with particular thanks to Professor S Croft, Professor T Jones and Professor L Young.
- (b) That the number of research awards that the University had received had increased this year to £139.6m, an increase of 34 per cent on the previous record performance in 2007-08.
- (c) That as research was so crucial to the University's present and future, all awards over £100,000 had been incorporated within the Awards and Distinctions report (minute 21/13-14 refers).
- (d) That, compared with this time last year, the total research income had declined from £85.4m in 2011-12 to £83.7m in 2012-13, primarily because a number of research projects had been spending behind profile and this was being addressed as a matter of urgency.

11/13-14 Vice-Chancellor and President's Business: The Registrar and Chief Operating Officer (minute 104/13-14 refers)

REPORTED:

That thanks be recorded to the Deputy Registrar and the Group Finance Director for their support during the absence of the Registrar and Chief Operating Officer.

12/13-14 Vice-Chancellor and President's Business: Undergraduate Recruitment and Student Experience

REPORTED:

That undergraduate recruitment had been buoyant, with the University retaining its average tariff and that the challenge the University now faced was to ensure that all of the University's students, both home and international, had a positive experience of Warwick.

13/13-14 Vice-Chancellor and President's Business: National Student Survey (NSS)

REPORTED:

- (a) That this year's overall NSS results were disappointing, remaining at 87 per cent, noting that there was a general upward trend of 1 per cent amongst universities nationally.
- (b) That some of the other NSS indicators had shown signs of progress but there was room for improvement.
- (c) That Professor Christina Hughes had been charged with the responsibility of improving some of the indicators and was working closely with academic departments and the Students' Union, noting that tailored solutions to different departmental circumstances were in the process of being developed and implemented.

(by Mr N Sanders)

- (d) That it was important to identify what the underlying issues were with regard to the range of performance levels across academic departments by reviewing a number of metrics.
- (e) That such variability in performance between academic departments should be considered in the context of the University's flat management structure.

(by Mr P Dunne)

- (f) That it would be useful for lay members of the Council to understand the issues faced by senior management in raising the performance of underperforming academic departments, noting that the management might consider how the Council could be used to assist in improving performance.

(by Sir David Normington)

- (g) That it was important that an underperforming academic department understood the effect of their performance in terms of the reputation, performance and league table position of the University.
- (h) That whilst the performance of the University in the NSS was not a concern in itself, compared with results of other higher education institutions the Council was right to express concern about underperforming academic departments.

(by Mr J Higgins)

- (i) That the Audit Committee had previously asked Heads of Departments to demonstrate the management of risks within departments and that the University's response to the NSS could be another way to review departmental risks.
- (j) That consideration needed to be given as to how the University Council could usefully support the Vice-Chancellor and the University's Executive Team.

(by the Registrar and Chief Operating Officer)

- (k) That the University's interventions to date had been delivering results however, the Vice-Chancellor and his Executive Team would consider how support could be leveraged to further improve performance.

(by Professor P Winstanley)

- (a) That, there would be a time-lag in the benefit of improvements made by the University now being reflected in the NSS results as it was the views of final year students that were taken into account.

(by the Pro-Vice-Chancellor for Education (Innovation, Widening Participation and Employability))

- (b) That visits to specific academic departments were underway and that a suite of metrics, including the Postgraduate Taught Experience Survey (PTES), Postgraduate Research Experience Survey (PRES), the University's Pulse Survey and the NSS, would be used to inform the further development of departmental action plans.

(by the Pro-Chancellor)

- (c) That the pursuit of excellence did not allow for underperformance and mediocrity and the University was right to strive for the highest standard across all departments.
- (d) That the actions being taken by the Vice-Chancellor and the Executive Team to address inconsistent performance were reassuring.

(by Mr B Sundell)

- (e) That the disparity in the experiences that students had in different academic departments was frustrating and that from the Students' Union's perspective, improving the student satisfaction scores was a win-win situation for everyone concerned.

14/13-14 Vice-Chancellor and President's Business: Warwick Manufacturing Group (WMG) Academy for Young Engineers

REPORTED:

- (a) That the WMG Academy for Young Engineers was due to open in September 2014.
- (b) That the University had been approached by the Board of the Academy Trust about a proposal to bid to develop a second University Technical College (UTC) in partnership with Solihull Council and this UTC would have a similar specialism in STEM subjects to the WMG Academy for Young Engineers.
- (c) That, if it proceeds, the Solihull UTC had strong backing from local and national stakeholders, noting that the bid for the second UTC had been submitted and that Solihull Council had committed £500k of development funding to the Trust to support the bid and the pre-opening stage.

- (d) That the additional UTC would sit within the governance structure and hence be within the legal responsibility of the WMG Academy for Young Engineers Trust, which is a company limited by guarantee, of which the University was a subscribing member.
- (e) That a letter of support had been sent from the University on the basis that the Trust was confident that the project could be delivered without additional assistance or resource from the University.

15/13-14 Vice-Chancellor and President's Business: Financial Situation

REPORTED:

- (a) That the University's financial situation was being monitored closely to maintain good surpluses in order to fund capital expenditure.
- (b) That an additional 214 academic staff had been recruited during 2012-13, noting the resultant pressure on space particularly in relation to laboratory space.

16/13-14 \*Vice-Chancellor and President's Business: Future Developments

**(COMMERCIAL AND IN CONFIDENCE)**

RECEIVED:

An oral update from the Vice-Chancellor and President concerning future development opportunities for the University.

17/13-14 Registrar and Chief Operating Officer's Business: The University's Response to the Committee of University Chairs (CUC) Consultation on the Code of Corporate Governance

REPORTED: (by the Deputy Registrar)

- (a) That the CUC's Code for Governing Bodies was in the process of being reviewed and that the University Council had been invited to respond.
- (b) That the response that was submitted on behalf of the University Council was approved via Chair's Action and the response stated that the University Council was supportive of a move to a principles-based approach, with the proviso that the self-evaluation and regulatory burden of demonstrating compliance with the principles would not be excessive.
- (c) That the HEFCE had launched a review of the Financial Memorandum and that the University's draft response would be considered by the Steering Committee, the Audit Committee and the Finance and General Purposes Committee at its November 2013 meeting prior to being submitted to the HEFCE in December 2013.

18/13-14 Code of Corporate Governance, Statement of Primary Responsibilities and Delegated Authorities

CONSIDERED and ADOPTED, with the resolutions as set out below, the University's Code of Practice on Corporate Governance and the University's Statement of Primary Responsibilities.

RESOLVED:

- (a) That the University's Code of Practice on Corporate Governance as set out in paper C.04/13-14 be approved.
- (b) That the University's Statement of Primary Responsibilities as set out in paper C.0513-14 be approved.

19/13-14 Report from the Senate

CONSIDERED and ADOPTED, with the resolutions as set out below, a report (C.06/13-14) on selected items considered at the meeting of the Senate held on 2 October 2013, together with an oral report from the Vice-Chancellor on the following items of business:

- (a) Report from the Warwick Institute of Education Implementation Group

REPORTED:

That the administrative structures for the Centre for Education Studies and the Centre for Professional Education had been agreed, and that the project had reached the end of its first phase.

- (b) Establishment of the Warwick Centre for Integrative Synthetic Biology

REPORTED:

That the Warwick Centre for Integrative Synthetic Biology had been established.

- (c) Revised Career Break Scheme

REPORTED:

That a revised Career Break scheme had been developed and that the Senate recommended that the Council approve the revised scheme.

RESOLVED:

That the revised Career Break scheme be approved.

- (d) Role of Provost
- (e) Terms of Reference and Membership of the Senate
- (f) National Student Survey
- (g) Undergraduate Recruitment
- (h) Athena SWAN Silver Institutional Award
- (i) University Committee Membership of Senate Committees
- (j) Revisions to Ordinance 5, Appointment of Members of the Council Appointed by the Senate
- (k) Revisions to Ordinance 14, Honorary Degrees and Regulation 20, Consideration of Honorary Graduates and Honorary Graduates
- (l) Proposed amendments to Regulation 8, Regulations for First Degrees
- (m) Proposed amendments to Regulation 31, Governing the Use of University Computing Facilities
- (n) Amendment to the title of the Higher Education Foundation Programme Board
- (o) Conferral of Title of Emeritus Professor
- (a) Student and alumni deaths.

20/13-14 University Strategy Refresh

RECEIVED:

A paper that set out the progress made in the development of the University Strategy was tabled (C.20/13-14).

REPORTED: (by the Vice-Chancellor and President)

That members of the Council were invited to consider the paper and to send any comments to the Council Secretariat team following the meeting.

21/13-14 Awards and Distinctions

RECEIVED:

A paper that set out the awards and distinctions, including the details of research grants and contracts awarded over the value of £100k that had been conferred on members of the University since the meeting of Council held on 10 July 2013 (C.07/13-14).

22/13-14 \*Report from the Building Committee

RECEIVED:

A report from the additional meeting of the Building Committee held on 14 August 2013 (C.08/13-14).

- (a) Car Parking Strategy further informed by the Proposed National Automotive Innovation Campus (NAIC)
- (b) Campus Development Plan and Village Centre
- (c) Scarman House Extension.

23/13-14 Report from the Research Governance and Ethics Committee

RECEIVED:

A report from the meeting of the Research Governance and Ethics Committee held on 2 July 2013 (C.09/13-14).

- (a) Membership
- (b) Universities UK Research Integrity Concordat
- (c) Human Tissue Act (HTA)
- (d) Security Sensitive Research Material
- (e) Russell Group Research Integrity Workshop
- (f) Report from the Humanities and Social Sciences Research Ethics Committee
- (g) Report from the Biological Research Ethics Committee
- (h) Warwick-Liverpool School of Tropical Medicine Ethical Approval Processes.

24/13-14 Report from the Intellectual Property Committee

RECEIVED:

A report from the meeting of the Intellectual Property Committee held on 3 July 2013 (C.10/13-14).

Update on Intellectual Property (IP) Agreements within University Strategic Partnerships.

25/13-14 Membership of Council Committees

CONSIDERED:

The membership of Committees of the Council for the 2013-14 academic year (C.11/13-14).

RESOLVED:

That the membership of the Committees of the Council for the 2013-14 academic year be approved.

26/13-14 Charity Commission Guidance

RECEIVED:

A paper that outlined the changes to the Public Benefit guidance for charities (C.12/13-14).

27/13-14 Register of Members' Interests

RECEIVED:

A copy of the Register of Interests of Members of the University Council for the academic year 2013/14 as at 9 October 2013 (C.13/13-14), which would be made available publicly on request, noting that the Register would be updated and the latest version periodically posted on the Council members' webpage as amendments are submitted by members of the Council.

28/13-14 Amendments to University Ordinances

CONSIDERED:

- (a) For the first time, proposed amendments to University Ordinance 4 on the Appointment of Lay Members of the Council, as noted by the Senate (C.14/13-14).
- (b) For the second time, proposed amendments to University Ordinance 5 on the Appointment of Members of the Council Appointed by the Senate, as approved by the Senate (C.15/13-14).
- (c) For the second time, proposed amendments to University Ordinance 7 on the Constitution of the Boards of the Faculties, as approved by the Senate (C.16/13-14).
- (d) For the second time, proposed amendments to University Ordinance 8 on the Sub-Faculties, as approved by the Senate (C.16/13-14).

RESOLVED:

- (a) That the proposed amendments to University Ordinance 4 on the Appointment of Lay Members of the Council, as noted by the Senate and set out in paper C.14/13-14, be approved for the first time.

- (b) That the proposed amendments to University Ordinance 5 on the Appointment of Members of the Council Appointed by the Senate, as approved by the Senate and set out in paper C.15/13-14, be approved for the second time.
- (c) That the proposed amendments to University Ordinance 7 on Constitution of the Boards of the Faculties as approved by the Senate and set out in paper C.16/13-14, be approved for the second time.
- (d) That the proposed amendments to University Ordinance 8 on the Sub-Faculties as approved by the Senate and set out in paper C.16/13-14, be approved for the second time.

29/13-14 Amendments to University Regulations

CONSIDERED:

Proposed amendments to the following University regulations, as recommended by the Senate:

- (a) University Regulation 8 governing the Regulations for First Degrees (C.17/13-14).
- (b) University Regulation 31 governing the Use of University Computing Facilities (C.18/13-14).

REPORTED:

- (a) That the Pro-Chancellor had taken Chair's action on behalf of the Council to approve amendments to University Regulation 23 governing Student Disciplinary Offences on the recommendation of the Senate.
- (b) That the change was made as a result of the Senate recognising early in the 2012-13 academic year, that Regulation 23 was no longer fit for purpose because it was unable to be sufficiently responsive to support and govern the increasing number and complexity of student disciplinary cases being raised in the University.
- (c) That proposed revisions to the regulation were considered by the Senate in June and July 2013 and legal advice was sought and incorporated into the revised regulation.
- (d) That, at the July meeting of the Senate, the student representatives (Mr Nick Swain, President of the Students' Union and Ms Anna Chowcat, Postgraduate Officer for the Students' Union) raised several outstanding issues which they felt were not adequately addressed in the revised version of the documentation.
- (e) That, in order to ensure that the final iteration of the revised Regulation could take effect from the start of the 2013 Autumn Term, the Senate delegated authority to the Steering Committee to work with Students' Union representatives in order to address these remaining matters at its meeting held on 3 July 2013.
- (f) That the Senate also acknowledged that in order to meet the start of the 2013 Autumn Term, Chair's Action on behalf of the Council would be required before the next meeting of the Council.

- (g) That the final iteration of the Regulation was approved by the Steering Committee on behalf of the Senate at its meeting on 22 July 2013 with the full support of the student representative (Mr Nick Swain), noting that it was agreed that any residual points of clarity would be covered through updated guidance that is in the process of being drafted.

RESOLVED:

- (a) That the proposed amendments to University Regulation 8 governing the Regulations for First Degrees be confirmed.
- (b) That the proposed amendments to University Regulation 31 governing the Use of University Computing Facilities be confirmed.

As at 13 November 2013