

UNIVERSITY OF WARWICK

COUNCIL

Minutes of the meeting of the Council held on 13 October 2011

Present: Sir George Cox (Chair), Mr K Bedell-Pearce, Mr L Boe, Professor A Caesar, Dame Fiona Caldicott, Mrs V Cooke, Professor S Croft, Ms T Elliott, Professor M Finn, Ms V Heywood (from item 6/11-12), Mr G Howells, Professor T Jones, Professor J Labbe, Dr G Lyons, Professor A Muthoo, Sir David Normington, Mr A Rivett, Mr N Sanders, Professor M Smith, Professor M Taylor, Professor Sir John Temple, Mr M Temple, Professor P Thomas, Professor N Thrift, Mr George Whitworth.

Apologies: Dr R Chung, Mr P Dunne, Mrs P Egan, Professor S Hand, Mr J Higgins, Professor K Lamberts, Professor P Winstanley, Mr B Woods-Scawen.

In Attendance: Registrar, Director of Finance and Financial Strategy, Deputy Registrar, Academic Registrar (from item 5/11-12), Director of Estates, Head of Governance Support Services, Assistant Registrar (Deputy Registrar's Office).

The Pro-Chancellor welcomed new and returning members to the first meeting of the Council for the academic year 2011/12.

1/11-12 Minutes

RESOLVED:

That the minutes of the meeting of the Council held on 13 July 2011 be approved.

2/11-12 Membership of the University Council

RECEIVED:

A statement of the membership of the Council for the 2011/12 academic year (C.1/11-12).

REPORTED (by the Pro-Chancellor):

- (a) That, at its meeting held on 5 October 2011, the Senate appointed the following academic member of the Senate to membership of the Council for the period through 31 July 2014:

Professor Pam Thomas, Physics

- (b) That the Nominations Committee had met prior to the meeting of the Council and was continuing to give consideration to new nominations for lay membership of the Council, noting that any nominations would be brought forwards for consideration by the Council in due course.

3/11-12 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 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.

4/11-12 Future Strategic Topics and Presentations for Meetings of the Council
(minute 6/07-08 refers)

RECEIVED:

A list of future strategic items for discussion for meetings of the Council (C.2/11-12).

REPORTED: (by the Pro-Chancellor)

That the strategic topic for discussion at the meeting of Council to be held on 30 November 2011 would be 'Internationalisation', including building international strategic collaborations.

5/11-12 Student Experience

REPORTED: (by the Vice-Chancellor)

- (a) That Warwick was progressing a number of elements of the University Strategy to enhance the Student Experience including employability diplomas, international experiences and internships and placements, noting that the recruitment and retention of high quality staff was also critical to the excellence of Warwick's research-led teaching.
- (b) That these academic developments were coupled with proposed campus improvements including an enhanced food offer, a new postgraduate learning space in Coventry House, a new 500 seat lecture theatre, improvements in the sports facilities and the potential for the provision of study space in Leamington.

6/11-12 Wider Context of Higher Education

REPORTED: (by the Vice-Chancellor)

That the exceptionally high volume of government consultations, reports and reviews at this time required significant resource in order to respond appropriately, noting that the sector was undergoing the most significant changes to its regulatory structure for many years and that the University would need to ensure it retained its ability to be proactive and to pursue its own strategy autonomously.

7/11-12 Industrial Relations Climate

REPORTED: (by the Vice-Chancellor)

- (a) That, while Warwick's relationship with unions locally remained constructive, the University and College Union (UCU) had received a positive ballot for strike action and action short of a strike.
- (b) That, subsequently Warwick had received a letter notifying that UCU would engage in industrial action from 14 October 2011, with a day of strike action likely on 30 November 2011.

8/11-12 Teaching and Learning Review

REPORTED: (by the Vice-Chancellor)

- (a) That a University wide review of teaching and learning would be undertaken across all academic departments and faculties between 15-17 November 2011.
- (b) That the objectives were to identify and share good practice in teaching across departments and provide a focus for the enhancement of teaching and learning, noting that more information would be provided to Council members in the briefing session that would immediately follow the meeting.

9/11-12 International Core Partnerships

REPORTED: (by the Vice-Chancellor)

- (a) That Warwick's core partnership with Monash University was strengthening thorough a range of academic collaboration initiatives and that Warwick intended to sign a Heads of Agreement in Melbourne in December 2011 to enable greater cooperation.
- (b) That the agreement was expected to lead to joint academic staff appointments, research initiatives and the development of student exchange programmes across the campuses of the two Universities.
- (c) That the bid to the New York City Economic Development Corporation for a new applied sciences campus in Brooklyn had progressed and that Warwick was now engaged in a consortium led by New York University along with University of Toronto, City University of New York, Carnegie Mellon, IBM and ITT Mumbai.
- (d) That if successful, the consortium would establish a Centre for Urban Science and Progress running Masters programmes with time spent by students in both New York and Warwick, providing much greater visibility in North America for Warwick.

10/11-12 Potential Collaborations with UK HEIs

REPORTED: (by the Vice-Chancellor)

- (a) That discussions were continuing with the Liverpool School of Tropical Medicine (LSTM) regarding a collaborative partnership with Warwick, noting that there had been a number of meetings, including a joint visit to Malawi, to

identify areas of synergy in research and capabilities, and that the potential for a joint REF submission was also being considered.

- (b) That consideration was being given to potential collaborations with Queen Mary University which may include a joint cultural festival, a schools liaison programme and a series of joint appointments, noting that the Pro-Vice-Chancellor (Access, Widening Participation and Development) was leading the discussions.

11/11-12 Changes to Senior Management Portfolios

REPORTED: (by the Vice-Chancellor)

- (a) That he offered his congratulations to the Deputy Vice-Chancellor, Professor Mark Smith, on his recent appointment as Vice-Chancellor at Lancaster University.
- (b) That the process to appoint a new Deputy Vice-Chancellor would commence in due course.
- (c) That until such time as a new Deputy Vice-Chancellor is appointed, Professor Koen Lamberts would move portfolio to become Pro-Vice-Chancellor (Academic Resourcing), chairing both the Academic Resourcing Committee, Capital Planning and Accommodation Review Group and chairing Academic Staff Committee, when required, on behalf of the Vice-Chancellor.
- (d) That Professor Tim Jones would act as Pro-Vice-Chancellor for Research (Science and Medicine) in addition to his existing responsibilities for Knowledge Transfer and Business Engagement.
- (e) That Professor Ann Caesar would retain her portfolio as Pro-Vice-Chancellor for Education and Student Experience including the internationalisation of the student experience and the development of interdisciplinary and research-led learning.
- (f) That Professor Margot Finn would retain her portfolio as Pro-Vice-Chancellor for Access, Widening Participation and Development, but would additionally lead on student employability and entrepreneurship.
- (g) That the Registrar would pick up a number of project developments from the Deputy Vice-Chancellor, including the development of the partnership with Monash University.

(by the Deputy Vice-Chancellor)

- (h) That, in the light of the increase number of Pro-Vice-Chancellors (all appointed at 0.8 FTE), together with the increased management capacity provided by Chairs of Faculty, it was anticipated that there would still be sufficient capacity in the Senior Management Team for the interim period prior to his successor as Deputy Vice-Chancellor being appointed.

12/11-12 Start of Term Student Issues

(a) Potential Impact of Changes to Student Tuition Fees for 2012/13

REPORTED: (by the Academic Registrar)

- (i) That Warwick had not yet experienced a decline in applications from prospective students for the 2012/13 academic year, however, it was too early to draw any conclusions.

(by the Vice-Chancellor)

- (ii) That there was anecdotal evidence that prospective students were attending more open days and considering more options than in previous years.

(by the Registrar)

- (iii) That the University had well-established mechanisms for assisting students who find themselves in exceptional financial hardship as well as strong pastoral support systems, though the University would, of course, be monitoring to see if there was any noticeable rise in the number or severity of cases of financial hardship.

(b) Arrivals Weekend

REPORTED: (by the Vice-Chancellor)

That the arrivals weekend held on 1 and 2 October 2011 had operated extremely well.

13/11-12 Membership of Council Committees

CONSIDERED:

The membership of Council Committees for the 2011/12 academic year (C.3/11-12).

REPORTED: (by the Pro-Chancellor)

That the Senate, at its meeting held on 5 October 2011, had considered and approved the memberships of the Joint Committees of the Senate and the Council.

RESOLVED:

That the following appointments to membership of Committees of the Council as recommended by the Nominations Committee be approved, in addition to those identified in paper C.3/11-12:

(a) Finance and General Purposes Committee

Professor Sean Hand (one of five members of the academic staff), for the period through 31 July 2014.

(b) Gift Acceptance Committee

Sir David Normington (lay member of the Council).

(c) Intellectual Property Committee

Professor Sir John Temple (lay member of the Council).

(d) University Health and Safety Committee and University Health and Safety Executive Committee

Professor Stuart Croft (Pro-Vice-Chancellor for Research, Arts and Social Sciences) to Chair the University Health and Safety Committee and therefore to serve on the University Health and Safety Executive Committee in an *ex officio* capacity.

(e) Equality and Diversity Committee

Barbara Hay, Head of Diversity, University Hospitals Coventry and Warwickshire NHS Trust (external member), for the period through 31 July 2014

14/11-12 Code of Corporate Governance, Statement of Primary Responsibilities and Delegated Authorities

CONSIDERED:

- (a) The University's Code of Practice on Corporate Governance (C.4/11-12).
- (b) The University's Statement of Primary Responsibilities (C.5/11-12).

REPORTED: (by the Pro-Chancellor)

That Council members as trustees of the University were required to have regard for the Charity Commission's guidance on public life.

RESOLVED:

- (a) That the University's Code of Practice on Corporate Governance as set out in paper C.4/11-12 be approved and adopted.
- (b) That the University's Statement of Primary Responsibilities as set out in paper C.5/11-12 be approved and adopted.

15/11-12 Report from the Senate

CONSIDERED and ADOPTED with the resolution set out below a report of the recommendations and resolutions on selected items considered at the meeting of the Senate held on 5 October 2011 (C.6/11-12), together with an oral report from the Vice-Chancellor on the following items of business:

(a) Harris Report Update

REPORTED: (by the Vice-Chancellor)

- (i) That the Senate considered a report on the progress of implementation of the recommendations of the Harris Report, which was undertaken to ensure that the University's structures were fit for purpose in the context of an ambitious strategy.
- (ii) That the model proposed within the Harris Report that was preferred by the Senate was an evolution of the "Strong Centre-Strong Department" model, and a series of changes had subsequently been implemented to this end.
- (iii) That the changes continued to be implemented, and that progress achieved to date was reported in paper C.6/11-12.

(b) Process for the Revocation of Degrees

REPORTED: (by the Vice-Chancellor)

- (i) That the Senate had considered and approved a process to investigate and consider cases where dishonourable conduct or fraudulent activity by former students of the University had been identified, which may lead to the revocation of a degree.

(by the Deputy Registrar)

- (ii) That the process under statute would only be invoked in circumstances where the student obtained the degree through fraudulent activity and degrees.

RESOLVED:

That the proposed process for the revocation of degrees as set out in paper SC.8/11-12 be approved.

(c) Award of Merit for Masters Degrees

REPORTED: (by the Vice-Chancellor)

That the Senate had approved proposals that the level at which Merit would be awarded across the University would be 65%, operated as an average calculated on the basis of achievement in all modules, noting that the resultant amendments to Regulation 37 would be considered under a separate agenda item.

(d) Establishment of a Sub-Faculty of Modern Languages and Reintroduction of Hispanic Studies at Warwick

REPORTED: (by the Vice-Chancellor)

- (i) That the Senate had considered and approved in principle the proposal to establish a new Sub-Faculty of Modern Languages, including the reintroduction of Spanish provision through the creation of a Hispanic Studies Cluster noting that this would lead to the introduction of a new area of academic activity initially involving five new academic appointments.
- (ii) That it was proposed that the Sub-Faculty would include the departments of French Studies, German Studies, Italian, the Language Centre and the Hispanic Studies Cluster.
- (iii) That, should the Boards of the Faculties be supportive of the proposal, the Vice-Chancellor would recommend on behalf of the Senate that the proposal be formally considered by the Council at its meeting to be held on 30 November, together with the resultant changes to University Governing Instruments.

(by the Deputy Vice-Chancellor)

- (iv) That the establishment of the Sub-Faculty had been proposed following extensive consultation and reviews of academic activity, and that both the Hispanic Studies Cluster and the Sub-Faculty would be expected to engender collaborative activity in other academic departments, for example the School of Comparative American Studies.

(by Professor A Caesar)

- (v) That the Hispanic Studies Cluster would be engaged in academic research and study rather than solely linguistic teaching.

(e) REF 2014

REPORTED: (by the Vice-Chancellor)

That the majority of preparatory work for the REF submission would be in 2012 and 2013, with the results being published in 2014.

(f) Results of the Destinations of Leavers from Higher Education Survey (DHLE Survey)

REPORTED: (by the Vice-Chancellor)

- (i) That the DHLE survey was carried out by the Higher Education Statistics Agency (HESA) to gather data on the employment status and destination of graduates six months after leaving Higher Education.
- (ii) That, while the University did relatively well in other indicators, Warwick was ranked bottom of the Russell Group for graduate employment for 2009/10, noting that factors may include that students were not actively seek employment early enough in the academic year and that they were waiting for a preferred graduate-entry opportunity to arise.

- (iii) That Warwick was working hard to maximise students' employability through the activity of the Centre for Student Careers and Skills, including the recruitment of Placement and Internship Advisors.
- (iv) That the Communications Office was ensuring that it was publicised that Warwick was second only to Cambridge in demand and recognition of graduates by the Top 100 Employers for 2010/11.
- (v) That the data for student employment and salaries three years after graduation was considered by Warwick to be more relevant and that the University would be piloting its own survey.

(by the Deputy Registrar)

- (vi) That this data would form part of the Key Information Set (KIS) data required to be published for every academic course offered for 2013/14.

(g) Recruitment and Admissions Update

REPORTED: (by Professor M Taylor)

That whilst paper C.6/11-12 highlighted that all courses with the exception of the BA (Hons) Childhood, Education and Society would be raising their offer to AAB+ for the 2012/13 intake, many courses at Warwick already had published entry requirements higher than the AAB level.

- (h) International Tuition Fee Setting
- (i) Review of Teaching, Learning and the Student Experience
- (j) Highly Trusted Sponsorship and Government Consultation on Employment-related Settlement
- (k) Conferral of the Title of Emeritus Professor and Emeritus Reader

16/11-12 Report from the Finance and General Purposes Committee

CONSIDERED and ADOPTED with the resolution set out below a report from the meeting of the Finance and General Purposes Committee held on 4 October 2011 (C.7/11-12 {Parts 1 and 2}) on the following items of business, together with an oral report from Mr Keith Bedell-Pearce:

(a) Financial Performance 2010-11

REPORTED: (by Mr K Bedell-Pearce)

- (i) That the University's surplus (pre-audit) for 2010-11 was circa £21m which would be circa 5% of turnover, which was in line with the University's longer term surplus target for financial sustainability.

(by the Vice-Chancellor)

- (ii) That, while the surplus for the University was greater than planned, it is still not relatively large, noting that the HEFCE guidance is that surplus should be between 3% and 5%.

(by the Director of Finance and Financial Strategy)

- (iii) That there were a number of identifiable areas which led to the higher than planned surplus (e.g. a greater than planned vacancy factor and costs associated with the due diligence for the purchase of the Science Park falling in the new financial year rather than in July 2011).
- (iv) That the University had a treasury management policy and that the Investment Subcommittee was the body responsible for this, together with regular monitoring of the position by management.

(b) The Conditional Location of a 50m Swimming Pool Tank from the Department for Culture, Media and Sport (DCMS)

REPORTED: (by Mr K Bedell-Pearce)

That whilst Warwick was not able to meet the DCMS conditions for the allocation of the relocatable 50m swimming pool tank within the required timescale set by DCMS, negotiations would continue and that the potential acquisition and costs would be considered within the wider context of development of the University's sporting facilities.

(c) Financial Strategy Document

RESOLVED:

That the Financial Strategy Document Update as set out in FGPC 4/11-12 including the new tax strategy appendix be approved.

(d) New Student Accommodation

REPORTED: (by Mr K Bedell-Pearce)

- (i) That approval for initial expenditure of up to £500k for design and planning fees had been approved to explore potential sites for new student accommodation.

(by the Registrar)

- (ii) That there were currently circa 6,300 students housed on campus.

(by the Vice-Chancellor)

- (iii) That all first year undergraduates who had applied for on-campus accommodation for 2011/12 had been offered a room.

17/11-12 Awards and Distinctions

RECEIVED:

A paper setting out the awards and distinctions that had been conferred on members of the University since the last meeting of the Council held on 13 July 2011 (C.8/11-12).

18/11-12 Strategic Topic for Discussion: *Future Role of the Higher Education Funding Council for England (HEFCE) – Technical Consultation from the Department of Business, Innovation and Skills (BIS)*

CONSIDERED:

The Technical Consultation from BIS on a new fit for purpose regulatory framework for the Higher Education sector together with the proposed University response to the consultation (C.9/11-12).

REPORTED: (by the Vice-Chancellor)

- (a) That the specific detail of the Technical Consultation belied the extent and potential impact of the changes proposed, noting that he was concerned about the erosion of the autonomy of universities.

(by the Registrar)

- (b) That the context for the Technical Consultation arose from proposals within the Higher Education White Paper: Students at the Heart of the System, which was discussed at the Council meeting of 13 July 2011 (min. 125/10-11).
- (c) That, whilst the White Paper described greater freedom and flexibility to deliver high quality student experiences, including greater diversity of providers in the Higher Education sector, this entailed greater accountability for Higher Education Institutions (HEIs), noting that despite aspiration for a risk-based approach to regulation and monitoring quality, over-burdensome regulatory constraints could potentially be imposed for all institutions in order to provide a common framework across diverse organisations.
- (d) That the proposed future role of the HEFCE was to shift from the primary funder to the sector to that of the lead regulator, championing the rights and views of students, noting that this represented a fundamental shift in the relationship of Universities with the HEFCE.

(by the Deputy Registrar)

- (e) That it was proposed that the HEFCE be given the power to collectively compensate students, to suspend or withdraw degree awarding powers from HEIs, to take over failing HEIs and to publish greater details on at risk HEIs as well as closer regulation of academic standards.

(by the Vice-Chancellor)

- (e) That the UK HE sector was increasingly divergent in size, shape and strategic purpose, it was extremely competitive, and did not have well-developed collaborative mechanisms to provide for a strong collective response to the consultation, noting that for the same reasons a 'one size fits all' approach would have potentially detrimental consequences for Warwick and the UK HE sector's international reputation.

(by Sir David Normington)

- (f) That the change within the sector would require regulation and therefore it was important that Warwick's response emphasised the need for the best possible model for a regulator.

- (g) That the proposed response was detailed and technical and that greater impact may be achieved by stating Warwick's view of how the regulator should ideally operate.

(by Ms T Elliott)

- (h) That Warwick could lead the debate in the public domain to ensure that the brand identity of UK HE was not harmed internationally by the diversity of providers of higher education.

(by the Pro-Chancellor)

- (i) That Warwick should strongly welcome the introduction of an effective, competent, and light touch regulator and that Warwick was well placed to shape a more public debate on the issue.

(by the Vice-Chancellor)

- (j) That differentiating the identity of leading Research universities was important and the difference from the rest of the sector should be reflected in the name and PhD accreditation. The global ascendancy of the reputation of UK universities was due to a very small number of HEIs.

(by the Registrar)

- (k) That a draft Russell Group response to the consultation had recently been received but it was also a detailed and technical response and did not capture the vision of what was required for the sector to be successful in the long-term.

(by Mr M Temple)

- (l) That it was important to note that the response to the Technical Consultation was just one aspect of the University's ability to influence the outcome and that thought should be given to a wider lobbying campaign.

RESOLVED:

That the Council strongly supported the submission, by the deadline of 27 October 2011, of a robust strategic response to the BIS Technical Consultation directly to the relevant Ministers in line with discussion at the meeting and that consideration be given to how best to engage lay members in the wider campaign in this regard, noting that the University's submission would be circulated to members.

19/11-12 Register of Members' Interests

RECEIVED:

A copy of the Register of Interests of Members of the University Council for the academic year 2011/12 as at 13 October 2011 (C.10/11-12), noting that the Register would continue to be amended with any further updates received and that the most up-to-date version would be published on the Council Members' webpage.

20/11-12 Amendments to University Ordinances

CONSIDERED:

For the second time, proposed amendments to University Ordinances 7 on the Constitution of the Boards of the Faculties and 13 on Degrees and Diplomas, as recommended by the Senate (C.11/11-12).

RESOLVED:

That proposed amendments to the University Ordinances 7 on the Constitution of the Boards of the Faculties, and 13 on Degrees and Diplomas as recommended by the Senate and set out in C.11/11-12, be approved for the second time.

21/11-12 Amendments to University Regulations

CONSIDERED:

Proposed amendments to University Regulation 37 governing Taught Postgraduate Courses (C. 12/11-12)

RESOLVED:

That, the proposed revisions to University Regulation 37 governing Taught Postgraduate Courses be approved as set out in paper C.12/11-12.

As at 24 November 2011