

UNIVERSITY OF WARWICK

COUNCIL

**Minutes of the meeting of the Council held on 14 October 2010**

Present: Mr J Leighfield (Chair), Mr K Bedell-Pearce, Professor A Caesar, Mrs V Cooke, Mr P Dunne, Mrs P Egan, Mrs T Elliott, Professor S Hand, Professor R Higgott, Professor T Jones, Professor J Labbe, Professor K Lamberts, Mr G Lyons, Professor A Muthoo, Mr A Rivett, Professor M Smith, Mr S Stanley, Mr D Stevens, Professor M Taylor, Professor N Thrift, Mr B Woods-Scawen.

Apologies: Dr R Chung, Sir George Cox, Mrs V Heywood, Mr J Higgins, Mr G Howells, Professor P Winstanley.

In Attendance: Registrar, Finance Director, Deputy Registrar, Academic Registrar, Director of Estates, Head of Governance Support Services, Assistant Registrar (Deputy Registrar's Office).

The Pro-Chancellor welcomed new members to the first meeting of the Council for the academic year 2010/11.

1/10-11 Minutes

RESOLVED:

That the minutes of the meeting of the Council held on 14 July 2010 be approved.

2/10-11 USS Pensions Review (minute 117/09-10 refers)

REPORTED: (by the Registrar)

- (a) That the statutory consultation period for members and eligible members of the USS Pension Scheme concerning the proposed changes to the Scheme would commence on 20 October 2010 and run until 22 December 2010;
- (b) That there was an extremely tight deadline to get information from USS to members of the scheme in time for the consultation commencement date;
- (c) That the University would implement comprehensive communication measures including emails, information on the intranet and the organisation of information sessions;
- (d) That the Government would shortly announce proposals for changes to pension taxation regulation.

3/10-11 National Pay Negotiations

REPORTED: (by the Registrar)

- (a) That UCEA had tabled an offer of 0.4% to Trades Unions.

- (b) That UCU and EIS were currently in dispute with UCEA primarily concerning job security and pensions, and that talks were continuing via ACAS.

4/10-11 Membership of the University Council

RECEIVED:

A statement of the membership of the Council for the 2010/11 academic year (C.1/10-11).

CONSIDERED:

- (a) An oral report from the Pro-Chancellor on the progress towards scheduling meetings with prospective members of the Council and the Pro-Chancellor and the Vice-Chancellor.
- (b) A recommendation from the Nominations Committee that Dame Fiona Caldicott be appointed as a lay member of the University Council for the period to 31 July 2013 (C.2/10-11).

REPORTED: (by the Pro-Chancellor)

That recommendations from the Nominations Committee for lay membership of the Council for the current year would be brought forward for consideration in the coming months.

RESOLVED:

That, in accordance with Statute 14 and Ordinance 4, Dame Fiona Caldicott be appointed to lay membership of the Council for the period to 31 July 2013 (passed nem con).

5/10-11 Future Strategic Topics and Presentations for Meetings of the Council

RECEIVED:

A list of future strategic topics and presentations for meetings of the Council (C.3/10-11).

REPORTED: (by the Pro-Chancellor)

That a number of potential strategic discussion items and topics for presentations that had been on the lists for some time had been removed, noting that many of the issues either had been or would be discussed in other ways by the Council or its sub-committees.

6/10-11 Honorary Graduands

REPORTED: (by the Pro-Chancellor)

That the University would be awarding honorary degrees to the following individuals at ceremonies to be held on 19 and 20 January 2011, noting that these awards would remain confidential until the press release was issued by the University in the coming weeks:

- (a) Mr Alan Garner

- (b) Mr John Armitt CBE
- (c) Dr John Sexton
- (d) Ms Indra Nooyi

7/10-11 Jaguar - Land Rover

REPORTED: (by the Vice-Chancellor)

That Jaguar – Land Rover (JLR) was to relocate its 170-person advanced research group to WMG in an agreement that was anticipated to see JLR and WMG researchers collaborating further on a broad range of matters.

8/10-11 Mario Vargas Llosa

REPORTED: (by the Vice-Chancellor)

That Mario Vargas Llosa, recent recipient of the award of the Nobel Prize for Literature, was an Honorary Graduate of the University and had been a Humanities Research Centre Visiting Fellow in the Department of Comparative American Studies.

9/10-11 International Gateway for Gifted Youth

REPORTED: (by the Vice-Chancellor)

- (a) That the first IGGY residential programme to be held in Africa, organised in partnership with the Botswana Ministry of Education and Skills Development, had been a great success.
- (b) That the programme, held in August 2010, had hosted ninety gifted and talented students and had featured courses provided by academics from Warwick and from Monash University.

10/10-11 The Knowledge Centre

REPORTED: (by the Vice-Chancellor)

That the Knowledge Centre, a major new online initiative for alumni and friends of the University that aimed to establish Warwick as a 'lifetime academy', had been launched in July 2010.

11/10-11 Alumni Weekend 2011

REPORTED: (by the Vice-Chancellor)

- (a) That planning was underway for the alumni weekend to be held in May 2011 that would celebrate the University's 50<sup>th</sup> Anniversary.
- (b) That the event would take the shape of an alumni knowledge festival with the University looking to secure speakers of world renown, noting that he would be pleased to hear from any Council members who were able to assist in securing such participants for this event.

12/10-11 The Future of University Funding and the Higher Education Sector

CONSIDERED:

An oral report from the Vice-Chancellor on the potential implications for the University and the Higher Education sector arising from the Browne Report and the Comprehensive Spending Review.

REPORTED: (by the Vice-Chancellor)

- (a) That although it would be some time before the full implications of the Browne Report and the Comprehensive Spending Review were clear, it appeared that the sector faced marketisation accompanied by a considerable burden of regulation;
- (b) That it was anticipated that there would be a significant cut in teaching budgets, achieved by withdrawing funding for non-STEM subjects;
- (c) That it appeared inevitable that students would be required to make higher contributions towards the cost of their education in future, although an increase in fee income in the light of the cuts to HEFCE teaching funding would not necessarily have a positive impact on the University's finances;
- (d) That the proposals in the Browne Review were progressive in that those from less well-off backgrounds would be better off under the proposals, although it remained unclear whether this would translate into higher participation from individuals from such backgrounds;
- (e) That it remained unclear how the recommendations from the Browne Review would be taken forward by the Government, but it was anticipated that the sector would move from a funded model to one where self-sustainability was critical;
- (f) That in order to react to the changed environment the University would need to formulate new financial and business strategies, in the context of a revised general strategy;
- (g) That above all the University needed to ensure that the academic experience was protected.

(by the Treasurer)

- (h) That one potential scenario was that research income would be concentrated in a smaller number of universities, with other universities becoming teaching-only institutions, potentially moving away from a 3 year residential model.
- (i) That it was important that Warwick viewed the current situation as an opportunity rather than a crisis.

(by Professor Muthoo)

- (j) That consideration should be given to the establishment of a strategic working group of the Council to investigate implications of the move towards marketisation of the sector.

(by Mr P Dunne)

- (k) That the University should be mindful of the issue of management stretch when formulating future strategy.

(by Mr G Lyons)

- (l) That it would be important to differentiate between near-term tactics and long term strategies in response to the changes in the sector.
- (m) That consideration should be given to radical options, such as mergers, takeovers and withdrawal from public funding.

(by the Students' Union President)

- (n) That he had presented the University with recommendations for a response to the situation on behalf of the Students' Union.

RESOLVED:

That the issues discussed would inform the considerations of the Council at its Away Day on 26 November 2010.

13/10-11 Membership of Council Committees

CONSIDERED:

The membership of Council Committees for the 2010/11 academic year (C.4/10-11).

REPORTED: (by the Pro-Chancellor)

- (a) That the Senate, at its meeting held on 6 October 2010, had considered and approved the memberships of the Joint Committees of the Senate and the Council.
- (b) That he had taken Chair's action on behalf of the Council to approve the appointment of Mr Kevin Gamble to the Audit Committee as the external member for the period through to 31 July 2013, noting that he would be invited to attend the first meeting of the Committee in the Autumn Term 2013 at which the Committee's Annual Report and the University's Statement of Internal Controls are typically considered.

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.4/10-11:

- (a) Finance and General Purposes Committee

Dr Roy Chung (one of five lay members of the Council).

- (b) Honorary Degrees Committee

Ms Vikki Heywood (one of three lay members of the Council).

- (c) Nominations Committee  
Ms Vikki Heywood (one of three lay members of the Council).
- (d) Research Ethics Committee  
Mr Ian King (one of two members external to the University).
- (e) Art Collection Committee  
Ms Julie Woon, to replace Ms S Matich (a student representative)
- (f) University Health and Safety Executive Committee
  - (i) Professor Mike Shipman, Department of Chemistry (Head of Department within the Faculty of Science).
  - (ii) Mr Nick Sanders, co-opted as an additional member of the University Health and Safety Executive Committee, noting that the position of a lay member of the Council would be left vacant in 2010/11 with a view to reappointing Mr Sanders in this capacity on his rejoining the Council as a lay member in 2011/12.

14/10-11 Code of Corporate Governance, Statement of Primary Responsibilities and Delegated Authorities

CONSIDERED:

- (a) The University's Code of Practice on Corporate Governance (C.5/10-11).
- (b) The University's Statement of Primary Responsibilities (C.6/10-11).
- (c) A paper summarising HEFCE and the Charity Commission's public benefit reporting requirements (C.7/10-11).

REPORTED: (by the Registrar)

That as part of HEFCE's new responsibilities as the principal regulator for higher education institutions who are exempt charities, the University was now required to clearly state within its audited financial statements how it has delivered its charitable purposes for the public benefit, noting that the Statutory Accounts would be considered by the Council at its meeting to be held on 26 November 2010.

RESOLVED:

- (a) That the University's Code of Practice on Corporate Governance as set out in paper C.5/10-11 be approved and adopted subject to a small number of further revisions.
- (b) That the University's Statement of Primary Responsibilities as set out in paper C.6/10-11 be approved and adopted.

15/10-11 Revised Financial Memorandum

RECEIVED:

The revised Model Financial Memorandum between HEFCE and institutions together with letters received by the Vice-Chancellor confirming that the Financial Memorandum became effective on 1 August 2010 and highlighting the responsibilities of accountable officers (C.8/10-11).

REPORTED: (by the Registrar)

That the Model Financial Memorandum had been significantly revised from earlier iterations, noting in particular that clauses relating to responsibility for academic standards were now more acceptable.

16/10-11 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 6 October 2010, together with an oral report from the Vice-Chancellor on the following items of business:

(a) Warwick Medical School Strategy

RESOLVED:

That, on the recommendation of the Senate, the strategy for Warwick Medical School and the associated academic structural changes be approved, noting the structural transition set out within the strategy would be phased in over the 2010/11 academic year, with a view to the new structure being in place by the start of the 2011/12 academic year.

(b) Proposed RSC / Warwick Centre for the Teaching of Shakespeare

REPORTED: (by the Vice-Chancellor)

- (i) That the University and the RSC had agreed in principle to establish a joint Centre for the Teaching of Shakespeare, to offer a flexible suite of qualifications for primary and secondary level teachers alongside tertiary level teaching and research.
- (ii) That the proposal would continue to be developed with a view to final consideration by the RSC Board in January 2011.

(c) Student Numbers

REPORTED: (by the Vice-Chancellor)

- (i) That it had been an exceptional year for undergraduate recruitment with the number recruited above plan demonstrating unprecedented demand, and a large increase in insurance acceptances.
- (ii) That there had been resultant issues with the provision of student accommodation that the University continued to monitor, noting that support was being provided to students in temporary accommodation.

(iii) That a number of departments would be raising their academic entry requirements.

(d) Universities That Count

REPORTED: (by the Vice-Chancellor)

That the University had been ranked fifth out of twenty-nine institutions and awarded a Silver standard in the recent HEFCE-funded Universities That Count survey which considered institutions' environmental and social responsibility.

- (e) National Student Survey Results 2010
- (f) Local Enterprise Partnerships
- (g) Advantage West Midlands
- (h) Comprehensive Spending Review and the Browne Review
- (i) Amendments to the Honours Degree Assessment Conventions
- (j) Revisions to the Personal Tutor Guidelines
- (k) New Collaborative Partner: University of Arts Belgrade
- (l) Conferral of the Title of Emeritus Professor and Emeritus Reader

17/10-11 Report from the Remuneration Committee

CONSIDERED:

A report from the Remuneration Committee (C.10/10-11), including the following items:

- (a) Membership and Terms of Reference
- (b) Future Scope of the Committee
- (c) Sector Benchmarks, noting that the Vice-Chancellor had elected not to receive any increase to his remuneration or contractual bonus payment for the period reviewed.
- (d) Senior Staff Salary Review, noting that all members of the Senior Management Group had agreed to waive participation in the salary review process conducted by the Committee for 2009/10.
- (e) Pensions Taxation

RESOLVED:

That the report from the Remuneration Committee be approved as set out in C.10/10-11.

NOTE: Paper C.10/10-11 was tabled at the meeting and restricted to members and attendees of Council only.

18/10-11 Report from the Finance and General Purposes Committee

CONSIDERED and ADOPTED with the resolution set out below a report from the meetings of the Finance and General Purposes Committee held on 5 October 2010 (C.11/10-11 {Parts 1 and 2}) on the following items of business, together with an oral report from the University Treasurer:

(a) Financial Performance 2009-10

REPORTED: (by the University Treasurer)

- (i) That the University's surplus (pre-audit) for 2009-10 was £9.0m after circa £11m of exceptional costs associated with the Life Sciences restructuring.
- (ii) That the reasons for the strong performance included strong student recruitment, the release of contingencies and a lower than budgeted pay award.
- (iii) That the University's statutory accounts would be considered by the Council at its meeting to be held on 26 November 2010.

(b) Student Residences Business Plan

REPORTED: (by the University Treasurer)

That FGPC had given approval for the building of 500 student rooms on campus at a cost of £20m for occupation by October 2012.

(c) New Loan Facility Update

RESOLVED:

That authority be delegated to the Chair of the Council, the Vice-Chancellor, the University Treasurer and the Finance Director to conclude negotiation for additional loan facility and to accept such finance facilities as soon as possible.

- (d) Warwick Ventures Update
- (e) Estates Issues
- (f) International Student Scholarship Scheme
- (g) Update on International Institute for Product and Service Innovation
- (h) Science Park Acquisition: Update
- (i) AdsFab: Update
- (j) Consultation on Proposed USS Scheme Changes
- (k) Life Sciences Restructuring
- (l) Report from Investment Sub-Committee
- (m) Annual Purchasing Report

19/10-11 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 14 July 2010 (C.12/10-11).

REPORTED: (by the Vice-Chancellor)

That, in addition to the awards and distinctions set out in C.12/10-11, the University had recently agreed with the Belgium-based company Elster to establish the Elster Chair in Industrial Ultrasonics.

20/10-11 Strategic Topic for Discussion: *League Tables – Friend or Foe?*

CONSIDERED:

A presentation from the Director of Management Information and Planning on the methodologies used to compile University League Tables (C.13/10-11).

REPORTED: (by the Director of Management Information and Planning)

- (a) That there was wide disparity in the methodologies and therefore the relative performance of Warwick in the three main university world rankings.
- (b) That although each had its weaknesses, the recently established THE rankings had particular anomalies in the results / methodology.
- (c) That the University was continuing to analyse the data to understand Warwick's strengths and weaknesses, and actively lobbying compilers to improve methodologies.

(by the Vice-Chancellor)

- (d) That, whilst the University had to be mindful of the reputational implications of relative ranking of the University in published league tables, it was his view that the RAE provided the most robust league table for a research-led University such as Warwick.

21/10-11 Register of Members' Interests

RECEIVED:

A copy of the Register of Interests of Members of the University Council for the academic year 2010/11 as at 8 October 2010 (C.14/10-11), 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.

22/10-11 Amendments to University Ordinances

CONSIDERED:

- (a) For the second time, proposed amendments to University Ordinances 7 and 14 establishing the Warwick Manufacturing Group and the School of Life Sciences as departments within the Faculty of Science and concerning the conferral of Honorary Degrees, as recommended by the Senate (C.15/10-11).
- (b) For the first time, proposed amendments to Ordinance 7 on the Constitution of the Board of the Faculty of Medicine, as recommended by the Senate (C.16/10-11).

RESOLVED:

- (a) That proposed amendments to the University Ordinances 7 governing the Boards of the Faculties, 10 on departments and 14 on Honorary Degrees, as recommended by the Senate and set out in C.15/10-11, be approved for the second time.

- (b) That proposed amendments to the University Ordinance 7 governing the Boards of the Faculties in relation to the restructuring of the Warwick Medical School, as recommended by the Senate and set out in C.16/10-11, be approved for the first time.

23/10-11 Amendments to University Regulations

REPORTED:

That the Pro-Chancellor had taken Chair's action on behalf of the Council to approve amendments to University Regulation 8 to reflect changes in the University's assessment conventions as well as to remove the following redundant sections of the Regulations:

- (a) 8.5 Regulations for the Degree of BA (with Qualified Teacher Status) (post 1996 entry)
- (b) 8.5.1 Regulations for the Degree of BA (with Qualified Teacher Status) (pre 1996 entry)
- (c) 8.6 Regulations for the Degree of BEd
- (d) 8.8 Regulations for the Degree of BPhil(Ed) (Part-time)

CONSIDERED:

Proposed revisions to University Regulation 9.5 on the Constitution of the Board of Examiners for MBChB, as recommended by the Senate (C.17/10-11).

RESOLVED:

That, on the recommendation of the Senate, the proposed revisions to University Regulation 9.5 on the Constitution of the Board of Examiners for MBChB be approved as set out in paper C.17/10-11.