

UNIVERSITY OF WARWICK

COUNCIL

**Minutes of the meeting of the Council held on 30 November 2011**

Present: Sir George Cox (Chair), Mr K Bedell-Pearce, Mr L Boe, Professor A Caesar, Mrs V Cooke, Mrs P Egan, Professor M Finn, Professor S Hand, Mr J Higgins, Mr G Howells, Professor J Labbe, Professor K Lamberts, Dr G Lyons, Sir David Normington, Mr N Sanders, Professor M Smith (until end of item 36/11-12), Professor M Taylor, Professor Sir John Temple (from item 37/11-12), Professor P Thomas, Professor N Thrift, Mr George Whitworth, Professor P Winstanley (until item 53/11-12 n).

Apologies: Dame Fiona Caldicott, Dr R Chung, Professor S Croft, Mr P Dunne, Ms T Elliott, Ms V Heywood, Professor T Jones, Professor A Muthoo, Mr A Rivett, Mr M Temple, Mr B Woods-Scawen, Registrar.

In Attendance: Deputy Registrar, Director of Finance and Financial Strategy, Academic Registrar, Director of Estates (until item 52/11-12), Head of Corporate Governance, Head of Governance Support Services, Assistant Registrar (Deputy Registrar's Office).

30/11-12 Minutes

RESOLVED:

That the minutes of the meeting of the Council held on 30 October 2011 be approved.

31/11-12 Departmental Operating Surpluses

REPORTED: (by Professor M Taylor)

- (a) That he had requested at the meeting of 13 October 2011 that the operating surplus of each individual academic department of the University be circulated to Members of the Council.

(by the Deputy Registrar)

- (b) That consideration of incorporating details of the operating surpluses of academic departments of the University in the reports to be made available to all Members of Council would be given as part of the forthcoming five year planning cycle.

32/11-12 Termination of University of Warwick Training Limited Scarman House Leases  
(minute 123/10-11 refers)

REPORTED: (by the Director of Finance and Financial Strategy)

- (a) That, following the resolution passed at the 13 July 2011 meeting regarding University of Warwick Training Limited Scarman House Leases, a Deed of Termination between MCC Leasing, BMI, Warwick University Training Limited the University of Warwick and a TR1 between BMI and the University of Warwick were each completed on 1 August 2011 completing the surrender and termination of the arrangements made between the University and BMI relating to Scarman House.

- (b) That it had also been resolved at the meeting on 13 July 2011 that certain loose plant originally leased to Warwick University Training Limited pursuant to a Master Plant Lease Agreement entered into on 9 February 1990 or otherwise in relation to such Master Plant Lease Agreement or documentation relating thereto would be acquired by the University.

RESOLVED:

That in view of the nature and age of the loose plant, the decision had been taken to scrap such plant rather than formally acquire it.

33/11-12 Future Strategic Topics and Presentations for Meetings of the Council  
(minute 6/07-08 refers)

CONSIDERED:

A list of future strategic items for discussion for meetings of the Council (C.14/11-12).

REPORTED:

(by the Pro-Chancellor)

- (a) That Members of Council were invited to consider the list of strategic and presentation topics and inform the Deputy Registrar of any additional topics that were significant and worthy of consideration.

(by Mr J. Higgins)

- (b) That the topic "What Does Becoming Greener Mean?" could be broadened to consider the strategy for sustainability and reducing carbon emissions.

RESOLVED:

That an information session would be scheduled in the future to inform members of the key elements of the University strategy for sustainability and reducing carbon emissions.

34/11-12 HEFCE Assurance Review

REPORTED: (by the Pro-Chancellor)

- (a) That the HEFCE Assurance Review took place on 2 November 2011 and that meetings were held between the Assurance Consultant, Mr Andrew Beazer, and both the Pro-Chancellor and the previous Pro-Chancellor, John Leighfield, to discuss governance at the University.
- (b) That the initial feedback session went well, noting that a number of areas of commendation as well as areas for further consideration, including the arrangements for quoracy of committees were discussed.
- (c) That the size of the Council had been discussed, but that it appeared that the advocated rationale for the size and range of representation on the Council had been accepted by the Assurance Consultant and it had been highlighted that the Council membership provided a wide range of expertise, facilitated engagement with the academic community and afforded a broad base of lay members to serve on Council committees.

- (d) That the University would receive an initial draft report by 9 December 2011, following the Assurance Consultant's review of the University's Annual Accountability returns, at which time the University would have an opportunity to make an initial response.
- (e) That the finalised report would be considered at meetings of the Nominations Committee and the Council in the Spring Term.

35/11-12 Appointment of the new Chair of the Warwick Business School Advisory Board

REPORTED: (by the Pro-Chancellor)

- (a) That the Pro-Chancellor and Chair of Council was stepping down from the role of Chair of the Warwick Business School Advisory Board.
- (b) That the Nominations Committee held on 13 October 2011 discussed new candidates for the position of Chair of the WBS Advisory Board and that Mrs Anne Gunther had been nominated and subsequently elected by the Advisory Board to serve in this capacity for the period through to 30 September 2014, noting that Ms Gunther held an MBA from the Warwick Business School, was Chief Executive of Norwich & Peterborough Building Society and was a Fellow of the Chartered Institute of Bankers.

36/11-12 Departure of the Deputy Vice-Chancellor

REPORTED:

(by the Pro-Chancellor)

- (a) That this would be the last meeting of the Council attended by Professor Mark Smith as Deputy Vice-Chancellor due to his departure to become Vice-Chancellor of Lancaster University.

(by the Deputy Vice-Chancellor)

- (b) That he wished to express his thanks to a range of individuals who supported him throughout his time at the University of Warwick.

RESOLVED:

That the gratitude of the Council be recorded to Professor Mark Smith for his considerable contribution to both the Council and the University.

37/11-12 Appointment of the Registrar

REPORTED: (by the Pro-Chancellor)

- (a) That the University was working towards the appointment of a new Registrar before the end of 2011, noting that the process would have been extended if the quality of applicants was not deemed acceptable.
- (b) That the Committee for the appointment of the Registrar had been established and had met twice.

- (c) That the role had been advertised in the Time Higher Education and the Guardian Education supplement and had resulted in a large response noting that a proposed shortlist of four applicants had been produced and approved by the Appointment Committee.
- (d) That the short-listed candidates would be taken forward for interview on 7 December on which date the full panel would convene.
- (e) That extraordinary meetings of the Senate and Council would be convened on 20 December 2011 to consider the recommendation of the Appointment Committee and that, given the meeting is expected to be approximately only thirty minutes, members would be given the option to dial into the meeting if they were not able to travel to the University.

38/11-12 University Treasurer

REPORTED: (by the Pro-Chancellor)

- (a) That the University Treasurer was making a recovery from his ongoing health issues and anticipated being able to attend meetings of the Council later in 2012.
- (b) That Dr Woods-Scawen had expressed his gratitude to Mr K Bedell-Pearce for standing in and supporting the Finance and General Purposes Committee in the interim.

RESOLVED:

That Mr Keith Bedell-Pearce be appointed as Honorary Treasurer for the period through 31 July 2012, and that Dr Woods-Scawen continue his lay membership of the University Council.

39/11-12 University Teaching and Learning Review (minute 8/11-12 refers)

REPORTED: (by the Vice-Chancellor)

- (a) That, as announced at the meeting of Council on 13 October 2011, an institution wide review of teaching provision was undertaken from 14 to 18 November 2011, noting that significant work by both academic departments and the central administrative staff had enabled 30 review panels to meet and that each panel had incorporated an external member, faculty staff, departmental and student representatives, with support provided by a secretary and an assistant secretary.
- (b) That he was pleased to report to the Council that the review had been acknowledged by those who took part to have been a considerable success, both in academic and organisational terms and that anecdotal reports had suggested that the vast majority of reviews have been extremely useful and productive and it was anticipated that the panels' suggestions would aid the development of an enhanced student experience.
- (c) That the departmental reviews were the first stage in the review process, with Faculty Engagements scheduled in the New Year, focussing on and synthesising themes identified during the departmental reviews.

- (d) That the University would now focus on how to take forward the outcomes of the reviews, how best to disseminate good practice identified during the reviews, and how best to work with departments to implement any recommendations for change noting that the Council would be informed of progress and outcomes of the process.
- (e) That it was believed that Warwick's approach to undertake a review of every teaching department in such a condensed timescale was unique amongst UK universities and that it had generated significant interest in the sector.

(by Mr L Boe)

- (f) That the Students' Union appreciated the student membership of every panel in the Review and that the feedback received from those students that took part was that it had been an enriching experience and that they felt that the panels had listened to their views.

40/11-12 BIS Technical Consultation (minute 18/11-12 refers)

REPORTED: (by the Vice-Chancellor)

That following the strategic item discussion at the last Council meeting on the University's response to the technical consultation from the Department for Business Innovation and Skills (BIS) Technical Consultation document, as agreed, Warwick sent a letter to BIS outlining the University's views on the consultation, rather than responding in directly to the Consultation itself noting that the Russell Group did not feel there was enough support for a collective letter.

41/11-12 Potential Collaborations with UK HEIs (minute 10/11-12 refers)

REPORTED: (by the Vice-Chancellor)

- (a) That opportunities for collaboration with Queen Mary University (QMU), London were being explored and the University was considering a potential strategic partnership based on compatibility and complementarity, as well as shared objectives, attributes and cultures.
- (b) That Professor Margot Finn was leading discussions for the University and that potential projects were being considered including: joint post-doctoral fellowships, a cultural festival, collaboration in schools-liaison activities, and a joint staff development programme.
- (c) That the University was working towards the development of a Memorandum of Understanding early in 2012, which would outline the nature and scope of any strategic alliance, noting that further details would be brought before Council in due course.
- (d) That in assessing the value of this strategic relationship it was noted that the University had a good relationship with QMU, that QMU was on a rising trajectory and that QMU provided financially viable access to facilities located in London.
- (e) That discussions had proceeded between academics at Warwick and at Liverpool School of Tropical Medicine (LSTM) regarding a proposal to establish a joint research centre with the proposed name of The Centre for Applied Healthcare Research and Delivery, with discussions centred on academic work in the Medical School, Warwick Manufacturing Group, Engineering, Systems Biology, Life Sciences, and health economics.

- (f) That funding of £0.5 M had been secured for the proposed activities of the Centre for Applied Healthcare Research and Delivery from the Wellcome Trust, which would be used to fund a research fellowship scheme with Warwick matching this amount noting that the University was working on the details of this arrangement and seeking tax and legal advice.
- (g) That there were complexities in developing this unique arrangement, in part due to LSTM's quasi-independent status, but that there was strong enthusiasm at all levels on both sides.

42/11-12 University Technical College

REPORTED: (by the Vice-Chancellor)

- (a) That the University was in the process of exploring the possibility for opening a University Technical College (UTC) and that the development of the proposal had been led within the University by Dr Richard Hutchins in Warwick Manufacturing Group and supported by Serco.
- (b) That an outline proposal had been submitted to the Department for Education in late spring 2011 and the closing date for full proposals was 17 January 2012.
- (c) That there appeared to be strong local business support for the proposal, with around 25 companies and both the Local Enterprise Partnership and the Chamber of Commerce actively engaged noting that Jaguar Land Rover has committed a significant amount of input and resource, both to the development of the proposal and to the UTC once open.
- (d) That the proposal would be submitted to the Steering Committee for consideration on 10 January 2012, and subject to their approval, the full application would be submitted to the Department for Education in January 2012 with a decision expected from government in May 2012, and should it be approved and the University determined it was still appropriate to progress, the UTC would open in September 2014.

43/11-12 Student Admissions 2011/12 (minute 12/11-12 refers)

REPORTED: (by the Vice-Chancellor)

- (a) That there had been media reports that the numbers of students applying to UCAS for entry to higher education in 2012/13 were currently about 15% below the equivalent level 12 months previously, noting that the UCAS applications process did not close until 15 January 2012, there was often considerable volatility between years and that UCAS was reported to be anticipating a "late rush" of applicants as the deadline approached.
- (b) That the figures for undergraduate applications at Warwick had also declined although the percentage changed week on week and averaged a drop of approximately 10%.
- (c) That the University was confident that this was in part the consequence of deliberate action taken by the University to increase offer levels in 10 subject areas to manage demand for places and to bring all subject areas (other than programmes targeted at widening participation) to a minimum offer level of AAB noting that quality remained the priority for Warwick.

- (d) That inevitably, some departments were experiencing a greater decline in undergraduate applications than others.
- (e) That the University had a strong ratio of applications for every undergraduate place and it was anticipated to be on track to fill its undergraduate student places and to recruit a strong cohort of students in 2012/13.
- (f) That overseas undergraduate application numbers were showing a 3% increase compared with the same time last year (which had the highest number of applicants recorded compared to previous years).

RESOLVED:

That the Council be updated on the outcome of the admissions process for 2012/13 at a future meeting.

44/11-12 Update Report from the Senate: Sub-Faculty of Modern Languages (minute 15/11-12 (d) refers)

CONSIDERED and ADOPTED:

A report from the Senate outlining the establishment of a new Sub-Faculty of Modern Languages, including the creation of a Hispanic Studies unit, together with the resultant changes to University Governing instruments on the recommendation of the Vice-Chancellor on behalf of the Senate, following consultation with the Boards of the Faculties in accordance with the resolution at the meeting of the Senate held on 5 October 2011 (C.15/11-12).

REPORTED:

(by the Vice-Chancellor)

- (a) That, following the report from the Senate given at the last meeting of the Council in this regard, he was able to recommend to the Council on behalf of the Senate the establishment of a new Sub-Faculty of Modern Languages as all four Faculty Boards supported the proposal.

(by the Deputy Registrar)

- (a) That the paper was the culmination of on-going discussions around language provision at Warwick that had been developed over a number of years noting that Warwick was unusual within the Russell Group in that it only currently offered three languages (French, German and Italian), whilst others offered around six.
- (b) That the University's existing language provision was highly successful, but the individual units were each quite small and that developing language provision was important for the student offer in the climate of increased fees, but would also help develop critical mass across the languages within the Arts Faculty.
- (c) That the proposed creation of Hispanic Studies had required consideration of the appropriate organisational structure across the modern languages and that the establishment of a Sub-Faculty of Modern Languages would create the opportunity to stream-line reporting lines and many administrative processes.

- (d) That there had been an extensive consultation about Hispanic Studies and the Sub-Faculty with academic colleagues in each of the language departments and across the wider University, with proposals being considered at departmental and Faculty level, noting that the proposal was also briefly discussed at the last meeting of Council.
- (e) That there was a future aspiration for Hispanic Studies to offer undergraduate degrees, but that initially it would focus on Research and postgraduate courses.

RESOLVED:

That the creation of the Sub-Faculty of Modern Languages be approved, as recommended by the Senate at its meeting held on 5 October 2011 together with the revision to University Ordinance 8 on Sub-Faculties as set out in the paper C.15/11-12.

45/11-12 Report from the Finance and General Purposes Committee

CONSIDERED and ADOPTED with the resolutions set out below a report from the meeting of the Finance and General Purposes Committee held on 10 November 2011 (C.16/11-12) together with an oral report from Mr Keith Bedell Pearce and the Director of Finance and Financial Strategy on the following items of business:

- (a) University Financial Statements 2010-11 and Management Representation Letter

REPORTED: (by the Director of Finance and Financial Strategy)

That a minor amendment had been made to the accounts and the Careers Service in Warwick Business School had been switched from Academic Costs to Academic Service Costs.

RESOLVED:

That the University Consolidated Statutory Accounts for the year ending 31 July 2011 and the associated Management Representation Letter be approved and submitted to the HEFCE by 1 December 2011.

- (b) Financial Plan 2011

RESOLVED:

- (i) That the University Financial Plan 2011 and the associated submission to the HEFCE be approved and submitted to HEFCE by 1 December 2011.
- (ii) That the draw-down schedule of the RBS loan facility be approved.

- (c) Warwick Business School Phase 3b Business Plan

RESOLVED:

That the capital expenditure on the Energy Centre and WBS Phase 3b proposals be approved.

- (d) Energy Centre Business Plan

46/11-12 Report from the Audit Committee

CONSIDERED and ADOPTED with the resolutions set out below a report from the meetings of the Audit Committee held on 25 October 2011 (C.17/11-12) together with an oral report from the Chair of the Audit Committee, Mr John Higgins, on the following items of business:

(a) Audit Committee Annual Report and Committee Opinion on Data Quality

CONSIDERED:

The Annual Report from the Audit Committee summarising the Committee's work for the year, including an overview of the membership of the Audit Committee and the structure of business; the Committee's scrutiny of the external auditor's Audit Strategy and Planning Memorandum; a range of reports prepared by Internal Audit; an overview of information received by the Committee that related to Value for Money; the Quality of Data Returns to Funding Bodies; Risk Management and Governance; and the Audit Committee's conclusion that the University's audit arrangements and internal controls for the 2010/11 financial year were satisfactory, noting the Report included specifically the Committee's consideration of the following issues:

- (i) Research Governance: Warwick Medical School and the HTA inspection
- (ii) Warwick Ventures
- (iii) HESES Audit Data Returns
- (iv) Bank Covenants
- (v) Financial Performance

REPORTED: (by Mr J Higgins)

That two key issues for the Committee over the last year were risk management and data returns and it had agreed that the University's Operational Risk Management Group played an important role.

RESOLVED:

That the Annual Report from the Audit Committee as set out in paper AC.16/11-12 (revised) of paper C.17/11-12 be noted and submitted to HEFCE by 1 December 2011.

(b) Risk Management Report

RESOLVED:

That the amendments to the Risk Management Procedure for 2011/12 be approved as recommended by the Steering Committee and set out in paper AC.15/11-12 of paper C.17/11-12.

(c) Financial Sustainability Requirement

REPORTED: (by Mr J Higgins)

- (i) That the Financial Sustainability Strategy Group (FSSG) was considering the assessment of the financial sustainability of higher education institutions.
- (ii) That there was a future requirement for the Council to provide an annual sustainability assurance report.

- (d) University Accounts and External Audit Management Letter and Statement of Internal Control
- (e) Internal Audit Annual Reports
- (f) Assurance and Risk Identification Discussion
- (g) Bribery Act

NOTE: Paper C.17/11-12 was restricted to members and attendees of Council only.

47/11-12 Report from the Remuneration Committee

CONSIDERED:

A report from the Remuneration Committee (C.18/11-12), including the following items:

- (a) Membership and Terms of Reference
- (b) Senior Staff Salary Review
- (c) Hutton Review into Fair Pay in the Public Sector
- (d) Pension Taxation
- (e) Equal Pay Review

RESOLVED:

That the report from the Remuneration Committee be approved as set out in C.18/11-12.

NOTE: Paper C.18/11-12 was tabled at the meeting and restricted to members and attendees of Council only.

48/11-12 Annual Assurance Return to the HEFCE

CONSIDERED:

The draft of the University's Annual Assurance Return to the HEFCE, including the required statement by the Council as trustees that, "in all material aspects, the institution has conducted its affairs during the year in accordance with its status as a charity" (C.19/11-12, attached).

REPORTED: (By the Pro-Chancellor)

That, as described in the Audit Committee Annual Report, the University was required to submit a suite of assurance documentation to the HEFCE by the deadline of 1 December 2011.

RESOLVED:

That the Council to considered and approved Annex E, the Annual Assurance Return for the University of Warwick, confirming that the institution had conducted its affairs during the year in accordance with its status as a charity, and that the Vice-Chancellor would sign Part 2 of the return as a trustee on behalf of all of the members of the Council as trustees for return to the HEFCE.

49/11-12 University Risk Status and University Key Performance Indicators

CONSIDERED:

A report on the University's Key Performance Indicators (KPIs) as at November 2011 and the status of the University's Key Risks (C.20/11-12).

REPORTED: (by the Deputy Registrar)

- (a) That as a result of the Steering Committee's consideration of the risk status of the University's risks in the context of the further planned management measures and the track-record of the University in managing risks, a number of the key institutional risks had been recently adjusted downward including F1 'surplus', F2 'infrastructure' and SA1, 'planning for disaster and calamity'.
- (b) That further review of the risk management methodology ongoing and focussed primarily on the assessment and measurement of strategic risk, noting that an initial report on the progress of the Review would be taken to the Audit Committee in the Spring Term.
- (c) That an important development was stronger alignment of risk assessment and strategic planning through the annual planning process conducted by the Academic Resourcing Committee.

(by Professor K Lamberts)

- (d) That Res1 'Research' was red due to a decline in research income and that Research Committee had considered measures to control the risk noting that the Global Priority Programmes in research were anticipated to have a positive impact and that recent data highlighted that Warwick's success rates in obtaining Research Council funding were good in terms of comparative benchmarking.

(by the Vice-Chancellor)

- (e) That the Council Away Day to be held on 23 February 2012 would give the Council an opportunity to discuss around the goal of the University to become an 'Indisputable World Leader in Research'.

(by Mr K Bedell-Pearce)

- (f) That the University might consider undertaking stress tests for the organisation as conducted by many private sector businesses and undertake an exercise to assess the potential impact of a 'perfect storm' of combinations of multiple risks occurring simultaneously in order to look at where serious issues might arise.

RESOLVED:

That the status of the University Key Performance Indicators and the status of the University's Key Risks be approved as set out in C.20/11-12.

50/11-12 Academic Statistics Yearbook

CONSIDERED:

The University's Academic Statistics Yearbook document for the academic year 2011-12 (C.21/11-12), together with an oral report from the Academic Registrar:

REPORTED: (by the Academic Registrar)

- (a) That the Academic Statistics Yearbook presented a snapshot of the University and incorporated a range of data.
- (b) That the ratio of full-time undergraduate applications to entrants was high and, therefore, it was unlikely that any drop in application numbers for 2012/13 would result in a decrease in the cohort of entrants for the year.
- (c) That the University had a relatively small science based compared to the Russell Group.
- (d) That while the University's number of citations per paper was still low compared to peer institutions, the trend for Warwick was on an upward trajectory and that recent academic appointments and a move towards publication in higher impact journals were beginning to have an effect.

(by Mr N Sanders)

- (e) That given the importance of the Warwick's Access Agreement with OFFA, the University might consider presenting widening participation data for the 2012/13 yearbook alongside that of other Russell Group institutions.

RESOLVED:

That the Academic Statistics Yearbook for the academic year 2011/12 be approved as set out in C.21/11-12.

51/11-12 Awards and Distinctions

RECEIVED:

A paper setting out the awards and distinctions that have been conferred on members of the University since the last meeting of the Council held on 13 October 2011 (C.22/11-12).

52/11-12 Strategic Topic for Discussion: *Internationalisation*

CONSIDERED:

A discussion paper from the Vice-Chancellor highlighting the projected future international landscape for higher education and an oral report on the actions the University is taking to position itself as a 'globally-networked university' (C.23/11-12), noting in particular:

- (a) That Warwick's internationalisation strategy should be built on developing global networks with other universities with a high profile with a view to extending the University's reach and supporting the development of students who viewed themselves as global citizens.

- (b) That the advantages of the global network model of operation included the opportunity to build a global presence on a relatively small budget and on a much more rapid timescale than organic growth alone would allow, as well as scope to share and develop resources on levels that individual institutions could not achieve.
- (c) That overseas partner institutions needed to have areas of strategy and activity in common with Warwick in order to contribute to the University's key mission of excellence in teaching and research and to enable joint activity which would not be possible for either partner alone and that partnerships had been pursued with high ranking universities which were, like Warwick, research-intensive, relatively young and similarly ambitious.
- (d) That the University had submitted a full bid for an applied sciences facility in New York along with a consortium that includes New York University (NYU), Toronto, Carnegie Mellon, The City University of New York (CUNY), Indian Institute of Technology (IIT) Mumbai, Cisco and IBM which was being considered, noting that, regardless of the outcome of the competition, the consortium was likely to foster increased collaboration between those involved.
- (e) That the Urban Sciences campus partnership had increased Warwick's North American profile, whether or not the bid is successful.
- (f) That the University had a possibility of obtaining a campus in California, which would assist in leveraging further global partnership opportunities, acting as a node for the University's global network with Warwick acting as the anchor university and the potential of other partner universities occupying space on the site.

REPORTED:

(by the Pro-Chancellor)

- (g) That the requirement for similar culture and values with potential partner institutions was vital and provided a strong platform to build joint operations.

(by Dr G Lyons)

- (h) That Warwick might wish to consider how future international collaborations complemented existing partnerships and collaborations and supported the University's vision and strategy.

(by Ms V Cooke)

- (i) That the Council might wish to consider whether a greater proportion of the University's financial and human resource should be directed towards the pursuit of making Warwick a globally networked University.

RESOLVED:

That the Vice-Chancellor update the Council periodically on the development of the University's strategic international collaborations and partnerships.

53/11-12 Core Partnership with Monash University

CONSIDERED:

A paper setting out the context of the current activity and a proposal to develop a strategic alliance with Monash University (C.24/11-12).

REPORTED: (by the Vice-Chancellor)

- (a) That Warwick had been working with Monash for some time, and that, like Warwick, Monash had a good reputation, was highly competitive and ambitious and shared Warwick's vision of becoming globally networked and was keen to commit to a stronger and longer-term collaborative partnership with Warwick.
- (b) That Warwick and Monash were working towards the signing of a Heads of Agreement in December 2011 which would commit both institutions to actions laying the foundations for a distinctive alliance and a globally networked future.
- (c) That the Registrar, Jon Baldwin, had led the Warwick-Monash project in recent months and he had recently conducted a successful scoping visit with the Deputy Registrar, Nicola Owen, and the Chair of the Board of Graduate Studies, Jackie Labbe.
- (d) That the collaboration would present opportunities involving teaching and research which would allow both universities to utilise each other's' assets including campuses in Malaysia, Venice and Florence, South Africa, China and the United States and that success of the cooperation might lead to further synergies, for example around scientific facilities and tropical medicine.
- (e) That the initial investment from Warwick of £1M together with the recurrent annual budget of £1M from 2012/13 would be matched by Monash and represented a modest financial commitment which would lever significant value for both partners, noting that Warwick recognised that in time investment would need to be increased but that it was appropriate to initiate at this scale with low financial risk.
- (f) That the intention of both institutions was to develop the alliance creating a proposition which would be attractive to a third partner university, preferably in North America.
- (g) That Warwick had undertaken an extensive exercise in identifying potential core partners based on factors such as reputation, league table performance, trajectory, expertise and ambition through which the Monash partnership had been evaluated, but that the Monash relationship had progressed furthest due to a range of factors including the momentum of academic engagement across multiple disciplines and a common vision and shared values with Warwick.

(by Professor J Labbe)

- (h) That an initial product of the collaboration would be a joint PhD structure developing co-processes facilitating recruitment through to graduation, ensuring that jointly supervised students would not have to negotiate two different systems.
- (i) That there would also be a double masters programme in which each student would receive two masters degrees.

(by Mr K Bedell-Pearce)

- (j) That the collaboration would require human, as well as financial, resource and that it might be appropriate to identify a single individual at Warwick to take ownership and drive forward the collaboration.

(by Dr G Lyons)

- (k) That the links between the objectives of the University's Strategy Vision 2015 and the collaboration with Monash needed to be clearly communicated, noting that measurable outcomes of success were important.

(by Professor M Taylor)

- (l) That the Warwick Business School was seeking opportunities to collaborate with Monash and that there could be scope for joint activity in the teaching of Accountancy and Finance undergraduate courses.

(By Professor A Caesar)

- (m) That Monash had significant strength in translation studies and that activity was currently underway to map this against the creative writing expertise at Warwick.

(by Professor P Winstanley)

- (n) That there was considerable enthusiasm for the collaboration with Monash in Warwick Medical School and that the relationship was different to those which had gone before as it was established on a 'bottom-up' meeting 'top-down' model.

(by Mr L Boe)

- (o) That this was an exciting development which paved the way for a global academic experience for Warwick students.

(by Mr N Sanders)

- (p) That, while it was acknowledged that in the past the University may have tried to be over-ambitious in its international proposals without success, the Council should consider at a future meeting not only the risk of the proposed activities but the risks associated with not being ambitious enough in terms of delivery of the strategy.

RESOLVED:

That the Council endorsed the vision and proposed focus of collaboration with Monash, with a view to this being framed within a revised Heads of Agreement to be signed in Monash on 14 December 2011.

54/11-12 University Council Members' Biographies 2011/12

RECEIVED:

A copy of the University Council Members' Biographies document for the 2011/12 academic year (C.25/11-12), noting that a PDF of the document would be kept updated and available for download from the Council members' website.

55/11-12 Appointments to Council Committees

REPORTED:

That the Pro-Chancellor had taken Chair's action on behalf of the Nominations Committee and the Council to approve:

(a) University Health and Safety Executive Committee

The appointment of Ms Lara McCarthy to serve on the University Health and Safety Executive Committee, as a Trade Union representative nominated by the University Health and Safety Committee.

(b) Intellectual Property Committee

The appointment of Professor Richard Dashwood to serve on the Intellectual Property Committee as one of three academic members of staff nominated by the Senate covering intellectual property matters in relation to research and teaching.

(c) University Research Ethics Committee

The appointment of Mr Collin Lieberg to serve on the University Research Ethics Committee as the postgraduate student member nominated by the Board of Graduate Studies for the academic year 2011/12, the appointment being renewable.

As at 15 February 2012