

UNIVERSITY OF WARWICK

COUNCIL

Minutes of the meeting of the Council held on 11 July 2007

Present: Mr J Leighfield (Chair), Professor S Bassnett, Professor L Bridges, Professor A Caesar, Professor Y Carter, Sir George Cox, Mr B Duggan, Mr P Dunne, Mrs P Egan, Mr M Greenlees, Mr J Higgins, Mr D Holmes, Professor J D S Jones, Professor R Lindley, Mr G Lyons, Professor S B Palmer, Mr A Rivett, Mr N Sanders, Professor M Smith, Miss R Thorne, Professor N Thrift, Mr B Woods-Scawen.

Apologies: Mr M Angle, Mr M Dunn, Professor R Freedman, Miss V Gooding, Professor A Harris, Ms S J Hobson, Professor Sir John Temple, Mr P Varney, Professor M Whitby, Academic Registrar, Director of Estates.

In Attendance: Director of Finance, Registrar, University Secretary, Ms D Foster, Mr J Kirby, Dr I Nussey, Ms Y Salter Wright, Ms H Sinclair.

The Pro-Chancellor welcomed Mr Gerard Lyons and Mrs Peggy Egan to their first meeting of the University Council.

76/06-07 Minutes

RESOLVED:

That the minutes of the meeting of the Council held on 21 March 2007 be approved.

77/06-07 Award of Honorary Degree (minute 52/06-07 refer)

REPORTED: (by the Pro-Chancellor)

That Mr Pascal Lamy had notified the University the University that he was unable to accept the award of an honorary degree at the July 2007 degree congregations and would now be awarded his honorary doctorate at the degree congregations to be held in January 2008.

78/06-07 Presentation of Council Papers

REPORTED: (by the Pro-Chancellor)

That the University Secretary would be taking further steps to improve the presentation of Council papers, in particular to identify significant items of business for consideration, and as part of that process a proposed statement on delegated authorities from the Council to Council Committees and University Officers would be presented to the Council at its meeting in the Autumn Term.

79/06-07 Strategic Discussion Topics for Meetings of the Council (minute 54/06-07 refers)

REPORTED: (by the Pro-Chancellor)

That a comprehensive and rolling list of strategic items for discussion at future meetings of the Council would be prepared, in the context of the final approved University Strategy, for consideration at the next meeting of the Council.

80/06-07 Review Group on the Effectiveness of the University Council (minute 55/06-07 refers)

REPORTED: (by the Pro-Chancellor)

That proposals for the terms of reference and membership of the Review Group on the Effectiveness of the University Council would be brought forward for consideration at the meeting of the Council to be held on 4 October 2007.

81/06-07 Membership of the University Council

REPORTED: (by the Pro-Chancellor)

That the terms of office on the Council of Mr Martin Angle, Mr Brian Duggan, Mr Matthew Dunn, Professor Robert Freedman, Miss Val Gooding, Professor Alma Harris, Professor John Jones and Mr Paul Varney would expire on 31 July 2007.

RESOLVED:

That the gratitude of the Council be recorded to all of those members whose terms of office were coming to an end for their service to the University during their period of office.

82/06-07 University Strategy and Implementation Plan

CONSIDERED:

The University Strategy, High-level Implementation Plan and key points arising during discussion of the University Strategy at the meeting of the Senate held on 4 July 2007 (C.46/06-07) together with an oral report from the Vice-Chancellor.

REPORTED:

(by the Vice-Chancellor)

- (a) That, while the attainment of the targets of increasing the number of highly cited researchers and postgraduate research students and increasing significantly the research income of the University would be challenging, their attainment was essential if the University were to meet its objective of being ranked in the top 50 of world universities.
- (b) That wide consultation within the University had indicated that the objectives and goals set out in the draft Strategy had the general support of academic and non-academic staff and that the aims contained within the Strategy were considered to be challenging but achievable.

- (c) That steps would be taken to enhance professional development opportunities for staff which would support the successful implementation and delivery of the University Strategy.
- (d) That a more detailed implementation plan setting out milestones and timescales for the attainment of the high-level targets would be published on the University website.
- (e) That the University intended to identify a small number of overseas Universities with which it would focus its international partnership efforts.
- (f) That consideration would be given to appropriate indicators, in addition to highly cited staff, that could be utilised to measure the University's progress in attaining the goals and objectives set out in the University Strategy.
- (g) That consideration would be given to making direct reference in the final University Strategy document to initiatives to be introduced by the University to support widening participation in Higher Education.
- (h) That the draft Strategy would be reviewed to ensure that the terminology and language used in the final version of the document was accessible and relevant to the wide range of University stakeholders, including all categories of University staff.

(by the Registrar)

- (i) That the Strategy and Implementation Plan were the result of extensive consultation and collaboration between academic and non-academic staff and the student body.
- (j) That a Communication Plan was being developed alongside the preparation of the Strategy, which would include the official launch of the new University Strategy in September.

(by the President of the Students' Union)

- (k) That the student body had been directly involved in the development of the University Strategy and that the overarching aim of creating a world class international university had been well received by the student body.

RESOLVED:

That the University Strategy and High-Level Implementation Plan be approved, subject to minor amendments arising from discussion at the meetings of the Senate and the Council, prior to its formal publication and launch in September 2007.

## CONSIDERED:

The University Financial Plan for the period to 2010/2011, incorporating a risk analysis of the Financial Plan, recommended for approval by the Strategy Committee, the Finance and General Purposes Committee and the Senate (C.47/06-07) together with an oral report and presentation from the University Treasurer noting that the following major assumptions and provisions had been incorporated within the Plan:

- (a) Income rising from £354m in 2007/08 to £419m in 2010/11.
- (b) A recurrent surplus of 3.4% (£10m) by 2010/11 from a forecast break-even point of 0.9% of net surplus in 2006/07.
- (c) The application of lower net safety factors than those applied in previous Plans of £1.3m in 2007/08, £2.6m in 2008/09, £3.5m in 2009/10 and £4.4m in 2010/11.
- (d) Forecast future increases in grant settlements from the HEFCE of 2.7% per annum for both T and R Grants.
- (e) Planned increases in income from £354m in 2007/08 to £419m in 2010/11.
- (f) Increases in overseas undergraduate student numbers by an average of 3% per annum and overseas student fees by 6% per annum.
- (g) A forecast rise of approximately 3% per annum in independently-funded course fee income.
- (h) Increases in research grant and contract income of approximately 16% per annum between 2006/07 and 2008/09 and approximately 10% thereafter.
- (i) Compound increases in other operating income of 2.5% per annum.
- (j) An increase in the percentage investment in staff costs from 51% to 55%.
- (k) Increased spend on the Library over the period of the Plan to £9.7m by 2010/11 including the establishment of a Digital Repository.
- (l) An increase in central IT expenditure by an average of 6% annually from £8.7m in 2005/06 to around £11.6m by 2010/11 to include expenditure on new projects including a wireless network upgrade, limited Apple Mac support and Mobile E-mail support.
- (m) Increased investment in the Central Administrative Budget of £0.52m, £0.59m, £0.23m and £0.23m in each of the years of the Plan primarily to enable the full implementation of the HR Framework Agreement and investment in the Centre for Academic and Professional Development.
- (n) An increase in the block grant to the Students' Union of £146k between 2005/06 and 2007/08.

- (o) The application of a vacancy factor of 4% on general activities' staff costs amounting to £5.5m in 2007/08 and rising to £6.2m by 2010/11.
- (p) University contributions to the University of Warwick Pension Scheme and the Universities Superannuation Scheme at rates of 19% and 14% respectively per annum.
- (q) Total capital expenditure on buildings, refurbishments and equipment of £207.92m over the period 2007/08 to 2010/11 including expenditure on the expansion of the new Warwick Medical School, refurbishment of Milburn House, expansion of student bedspaces, replacement of car park 7 and construction of a new University hotel, a new University nursery, a new Estates Building, Tennis Centre and the Warwick Digital Laboratory.
- (r) Increased costs associated with Estates premises arising from the construction and occupancy of new University buildings.
- (s) The approved arrangements for the refinancing of the University's borrowings and the consequent reduction in cash balances from 2006/07 year end forecasts of £39m to around £20m.
- (t) Provision of £750k in 2007/08 and £1m per annum thereafter in the Plan to support those items of the new University Strategy which had not already been incorporated fully within the Plan.
- (u) That the main risks to the Financial Plan were shortfalls in student recruitment, a possible downturn in commercial income and attainment of targets for growth in research income and that these would be monitored regularly through the University's existing financial monitoring arrangements.

REPORTED:

(by the University Treasurer)

- (a) That, in view of the application of lower safety factors, if the ambitious income growth targets were not met there would be a requirement for the introduction of rigid costs control mechanisms.
- (b) That new borrowing would only be used to finance income producing assets.

(by the Finance Director)

- (a) That many elements of the new University Strategy had been incorporated into the Financial Plan including a substantial investment in seventy new academic posts and the Institute for Advanced Study.
- (b) That, following development of the Implementation Plan for the new University Strategy, the Financial Plan would be revised.
- (c) That, in accordance with the reporting requirements of the HEFCE, the University Financial Strategy would be considered at the December meeting of the Council.

(by the Registrar)

- (c) That the University was reviewing its commercial activities and examining new commercial proposals with a view to maximising University income and that these developments were associated with the need to develop further the University of Warwick brand.
- (d) That the provisions made in the Plan for investment in IT Services had been agreed with the Interim Director of IT Services and were deemed to be appropriate, particularly in the light of other measures which were being taken to increase the effectiveness of IT Services.

(by the Pro-Chancellor)

- (e) That it was recognised that the University must take steps to increase its income from development and fundraising activities.

(by the Vice-Chancellor)

- (f) That in order to meet the ambitious research income targets set out in the University's Strategy the University would need to increase its total market share of research funding.

RESOLVED:

That the University Financial Plan for the period to 2006/07 to 2010/11, recommended for approval by the Finance and General Purposes Committee and the Senate, be approved as set out in paper C.47/06-07 for submission to the HEFCE.

84/06-07

University Risk Status

RECEIVED:

A copy of a letter from the HEFCE providing notification that the University had not been assessed to be at high risk (C.48/06-07).

CONSIDERED:

A summary report outlining the current risk status for each of the key risks of the University (C.49/06-07).

REPORTED: (by the Registrar)

That the Steering Committee resolved at its meeting on 25 June 2007 that risk F3 : "Inability to achieve ambitious development income targets within a competitive environment of giving", be revised to a likelihood score of 4 and an impact score of 4 and be included in the list of key University risks which are reported to the Council as part of the University's approved risk management procedures.

RESOLVED:

- (a) That the management measures being taken to address the identified key risks of the University be noted and approved as set out in paper C.49/06-07.

- (b) That the presentation of the risks to the Council be reviewed as part of the development of the risk management process to be undertaken in the Autumn Term 2007/08.

85/06-07 University Corporate Planning Statement

CONSIDERED:

The University Corporate Planning Statement for 2007 providing a general update of the University's progress during 2006/2007 against previously identified strategic priorities (C.50/06-07) together with an oral report from the University Secretary.

RESOLVED:

That the University Corporate Planning Statement for 2007 be approved as set out in paper C.50/06-07 for submission to the HEFCE at the end of July.

86/06-07 Report from the Senate

CONSIDERED AND ADOPTED reports from the meetings of the Senate held on 20 June and 4 July (C.51/06-07) together with an oral report from the Vice-Chancellor.

Brown Government Appointments

REPORTED:

(by the Vice-Chancellor)

- (i) That the full implications of the Government changes announced by the new Prime Minister including the creation of the Department for Innovation Universities and Skills (DIUS) were not yet clear.

(by the Pro-Chancellor)

- (ii) That the Secretary of State for Children, Education and Skills had announced that he would be encouraging all Universities to sponsor an Academy in his inaugural speech to the House of Commons.

(by Mr J Higgins)

- (iii) That Mr Ian Watmore, previously head of the Prime Minister's Delivery Unit, had been appointed as Permanent Secretary of the Department for Innovation Universities and Skills.

87/06-07 Report from the Finance and General Purposes Committee

CONSIDERED and ADOPTED with the resolutions set out below a report from the meetings of the Finance and General Purposes Committee held on 22 May and 26 June 2007 (C.52/06-07 {Part 1, I and II}) together with an oral report from the University Treasurer.

- (a) Property Transactions

CONSIDERED:

The Committee's report of its consideration of an oral report from the Registrar and the Director of Estates on the purchase of the Cryfield Grange Farmhouse.

RESOLVED:

That the purchase of the Cryfield Grange Farmhouse at a cost of £1.34m, excluding stamp duty and other purchase costs, be approved and that responsibility for securing the purchase be delegated to the Registrar and the Director of Finance.

(b) Transactions with the Foundation Fund

CONSIDERED:

The Committee's report of its consideration of matters relating to the Foundation Fund Trustees, in particular the rationalisation of the balance sheet of the Foundation, the in-sourcing of University library services and Her Majesty's Revenue and Customs (HMRC) offer in relation to library service arrangements.

RESOLVED:

On the recommendation of the Trustees of the Foundation Fund and the Finance and General Purposes Committee:

- (a) That, in respect of those University Buildings under deferred consideration arrangements, the Medical School Building and the Mathematics and Statistics Building be adjusted to cost and such consideration be settled in full; all loans relating to these buildings and to Phase 1 of the Warwick Business School and the Computer Science Building be paid in full; and that the Medical Research Institute Building be gifted to the University; all these transactions to be effected by 31 July 2007.
- (b) That the proposed transfer of the assets of the University Library from the Foundation Fund to the University be approved with the exception of the Library Extension Building,
- (c) That the revised offer from HMRC of a settlement of £270k, to allow the VAT consequences of transferring the Library Extension Building to the University to be disregarded, be approved subject to the Director of Finance being satisfied that this sum was reasonable and appropriate.

88/06-07 Report from the Building Committee

CONSIDERED and ADOPTED a report from the meeting of the University Building Committee held on 31 May 2007 (C.53/06-07).

REPORTED: (by the Registrar)

That the recent approval of a planning application from the University of York, by the Secretary of State for Communities and Local Government, to develop the York campus on a new site within the green belt might assist the University's case



for approval of the Estates Masterplan planning application currently under consideration by Coventry City and Warwick District Councils.

89/06-07 Report from the University Health and Safety Executive Committee

CONSIDERED and ADOPTED with the resolution set out below a report from the meeting of the University Health and Safety Executive Committee held on 9 May 2007 (C.54/06-07).

Annual Report of the University Health and Safety Committee

RESOLVED:

On the recommendation of the Senate that the Annual Report from the University Health and Safety Committee (UHSEC.10/06-07) be approved.

90/06-07 Report from the Audit Committee

CONSIDERED and ADOPTED a report from the meetings of the University Audit Committee held on 25 April and 27 June 2007 (C.55/06-07) together with an oral report on the significant items of business considered at the two meetings of the Committee from Mr David Holmes and Ms Rosemary Thorne.

91/06-07 Appointment of Lay Members of the Council 2007-2010

CONSIDERED:

A report from the meetings of the Nominations Committee held on 21 March and 24 May on the appointment of lay members of the University Council for the three year period from 1 August 2007 to 31 July 2010 (C.56/06-07) together with an oral report from the Pro-Chancellor.

REPORTED: (by the Pro-Chancellor)

- (a) That following a public advertisement for expressions of interest in appointment to lay membership of the Council, the Nominations Committee had reviewed a very large number of applications and, following careful consideration of those expressions of interest alongside a skills matrix developed by the Committee, a small number of candidates had been short-listed for further consideration with a view to the Pro-Chancellor and the Vice-Chancellor meeting with these persons to determine, on behalf of the Nominations Committee, their suitability for appointment to lay membership of the Council.
- (b) That a report on the outcome of the meetings with prospective members of the Council and the Pro-Chancellor and the Vice-Chancellor would be provided at the next meeting of the Council.
- (c) That a revised programme for the induction of new and existing members of the Council would be brought forward for consideration at the next meeting of the Council.

RESOLVED:

- (a) That, notwithstanding the provisions of Ordinance 4 on the Procedure for the Appointment of Lay Members of the Council, and following the outcome of approaches made by the Pro-Chancellor and the Vice-Chancellor to those individuals short listed by the Nominations Committee as being potentially suitable for appointment to the vacancies arising in lay membership of the Council, any recommendations from the Nominations Committee for appointment to the three vacancies arising in lay membership of the Council for the period 1 August 2007 to 31 July 2010 be submitted for the approval of the Council in writing in advance of the first meeting of the Council in October 2007.
- (b) That, in accordance with Ordinance 4 and on the recommendation of the Nominations Committee, Mr Kumar Muthalagappan, Sir George Cox, Mr Nick Sanders and Sir John Temple be appointed as lay members of the Council for the period for the three-year period from 1 August 2007 until 31 July 2010.
- (c) That Mr Paul Varney be appointed as Chair of the University Audit Committee for the academic year 2007/08.
- (d) That Mr Varney be invited to attend meetings of the Council during the period of his appointment as Chair of the Audit Committee.

92/06-07

Appointment of Pro-Vice-Chancellors 2007-2009

CONSIDERED:

A paper on the appointment of Pro-Vice-Chancellors for the period 1 August 2007 until 31 July 2009 together with an oral report from the Vice-Chancellor (C.57/06-07).

RESOLVED:

That, in accordance with University Statute 8 and Ordinance 3:

- (a) The number of Pro-Vice-Chancellors be increased from four to five for the period 1 August 2007 to 31 July 2009.
- (b) That Professor Yvonne Carter, Professor Richard Higgott and Professor Mark Smith be appointed to the position of Pro-Vice-Chancellor for the period 1 August 2007 to 31 July 2009.
- (c) That Professor Susan Bassnett be re-appointed to the position of Pro-Vice-Chancellor for a second term of two years from 1 August 2007 to 31 July 2009.
- (d) That Professor Michael Whitby be re-appointed to the position of Pro-Vice-Chancellor for a third term of two years from 1 August 2007 to 31 July 2008.

- (e) That the University Secretary clarify the implications of the proposed increase in the number of Pro-Vice Chancellors for the governing instruments of the University and the constitution of University bodies and bring forward proposals for any consequential amendments to University Statutes, Ordinances and Regulations for consideration by the Council at its next meeting.

93/06-07 Awards and Distinctions

RECEIVED:

A paper setting out the awards and distinctions that had been conferred on members of the University since the meeting of the Council held on 21 March 2007 (C.58/06-07).

94/06-07 University Committee Timetable and Term Dates

CONSIDERED:

The Committee Timetable for the academic year 2007/08 and University term dates for 2017/18 (C.59/06-07).

RESOLVED:

That the draft Committee Timetable for the academic year 2007/2008 and University term dates for 2017/2018 be approved as set out in paper C.59/06-07.

Note: The Committee Timetable will be undergoing further minor revisions which will be reflected in the final published version of the Timetable which will be circulated to all members of the Council.

95/06-07 Register of Members' Interests

RECEIVED:

A copy of the Register of Interests of members of the University Council for the academic year 2006/07 (C.60/06-07).

REPORTED: (by the University Secretary)

That the University would be writing to each of those members of the Council who would continue to serve in 2007/08 to update existing information on their interests.

96/06-07 Equality and Diversity Committee

CONSIDERED and ADOPTED a report from the meeting of the Equality and Diversity Committee held on 21 May 2007 (C.61/06-07).

97/06-07 Amendments to University Ordinances

CONSIDERED:

For the first time, amendments to University Ordinances 7 and 9 (C.62/06-07).

RESOLVED:

That, for the first time, proposed amendments to University Ordinance 7 governing the Constitution of the Boards of the Faculties and the abolition of Ordinance 9 governing the Board of the Institute of Education be approved as set out in paper C.62/06-07.

98/06-07 Amendments to University Regulations

CONSIDERED:

Proposed amendments to University Regulations 8, 14 and 16 (C.63/06-07).

RESOLVED:

That proposed amendments to the following University Regulations be approved as set out in paper C.63/06-07:

Regulation 8 Governing First Degrees

Regulation 14 Governing Higher Degrees

Regulation 16 Governing Academic Appeals at Postgraduate Research Level