

# UNIVERSITY OF WARWICK

## COUNCIL

### **Minutes of the meeting of the Council held on 11 October 2012**

- Present: Sir George Cox (Chair), Mr K Bedell-Pearce, Professor A Caesar, Mrs V Cooke, Professor S Croft, Ms T Elliott, Mr J Higgins, Mr G Howells, Professor C Hughes, Professor T Jones, Professor J Labbe (except for item 21/12-13, (c) (ix) to 21/12-13 (d) (iii)), Professor K Lamberts, Mr C March, Professor A Muthoo, Mr N Sanders, Mr N Swain, Professor M Taylor (except for items 1 and 2), Professor Sir John Temple, Professor N Thrift.
- Apologies: Dame Fiona Caldicott, Dr R Chung, Professor S Hand, Ms V Heywood, Sir David Normington, Mr M Temple, Professor P Thomas.
- In Attendance: Ms R Drinkwater (Group Finance Director), Dr M Glover (Academic Registrar), Mrs P Egan, Mrs C Henrywood (Assistant Registrar (Deputy Registrar's Office)), Mr J Lauwerys, Dr E Melia (Senior Assistant Registrar), Ms N Owen (Deputy Registrar), Ms Y Salter Wright (Head of Governance Support Services), Mr K Sloan (Registrar), Mr R Wilson (Director of Estates).

NOTE: The Pro-Chancellor welcomed new and returning members to the first meeting of the Council for the academic year 2012/13, and to the inaugural meeting in the new Council Chamber in Senate House; he also welcomed Mrs Penny Egan and Mr John Lauwerys, who, as part of their continued engagement in the Council Effectiveness Review, were in attendance at the meeting.

#### 1/12-13 Minutes

##### RESOLVED:

That the minutes of the meeting of the Council held on 11 July 2012 be approved.

#### 2/12-13 Review of Governing Instruments (minute 159/11-12 refers)

##### REPORTED: (by the Deputy Registrar)

That discussions have been initiated with the Privy Council and the HEFCE with regard to the nature of the process of reviewing governing instruments, that a number of Council Members had expressed their willingness to be engaged in the University's process, and that an update would be provided at the next meeting.

#### 3/12-13 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.

4/12-13 Membership of the University Council

RECEIVED:

A statement of the membership of the Council for the 2012/13 academic year (C.1/12-13).

REPORTED: (by the Pro-Chancellor)

- (a) That the Senate, at its meeting held on 3 October 2012, approved the recommendation of the Nominations Committee that Mr James Kennedy be appointed as the non-academic member of staff on the University Council for the period through to 31 July 2013 to fill the vacancy arising following the expiry of the term of office of Mr Alan Rivett.
- (b) That the position of lay members on Committees of the Council remained under consideration, noting that he recognised the impact of ensuring that skills held by lay members were matched with the most appropriate Committee.
- (c) That, in conjunction with the Council Effectiveness Review (CER), the shape of the University Council was discussed at Nominations Committee and it was recognised that the CER was likely to advise that the size of University Council was reduced in time but that it was agreed that the future membership of the University Council needed to be managed to ensure a balance of relevant skills and expertise was achieved.
- (d) That Mr K Bedell-Pearce was formally thanked for undertaking the role of Acting Honorary University Treasurer during the interim period and the Nominations Committee in accordance with Statute 12 and Ordinance 4 recommended that he was appointed to the position of Honorary University Treasurer.

(by the Registrar)

- (e) That the Nominations Committee made no recommendations for new lay members at this time but that he had been in discussion with several people regarding their willingness to become lay members.
- (f) That discussions had been held with lay members regarding their membership of Committees of the Council, and that the Nominations Committee would be informed shortly regarding which Committees they would be asked to serve on for the 2012/13 academic year.

RESOLVED:

That, on the recommendation of the Nominations Committee and in accordance with Statute 12 and Ordinance 4, Mr Keith Bedell-Pearce be appointed to the position of Honorary University Treasurer for the period to 31 July 2015 (passed nem con).

5/12-13 League Table Position

REPORTED: (by the Vice-Chancellor)

- (a) That the recent announcement of the University's position in the top 10 UK universities in the Sunday Times' University Guide was acknowledged, together with the rise of 33 places in the latest Times Higher Education World University rankings to 124<sup>th</sup>.

- (b) That the University had fallen 8 places in the recent QS international league table which is likely to be due to the University's lower staff-student ratio and noting that the University had improved its position in all other indicators measured by this league table.
- 6/12-13 2013 Global Universities Summit
- REPORTED: (by the Vice-Chancellor)
- That the University had been selected to host the 2013 Global Universities Summit in London, an annual event aligned with the annual G8 meeting of major industrial nations.
- 7/12-13 Connect 2 Kenilworth Cycle and Pedestrian Route
- REPORTED: (by the Vice-Chancellor)
- That the Connect 2 Kenilworth cycle and pedestrian route, which involved the University working in partnership with Warwickshire County Council and the cycling charity Sustrans, to be opened on 26 October 2012 by the Deputy Vice-Chancellor.
- 8/12-13 Undergraduate Applications 2012/13
- REPORTED: (by the Vice-Chancellor)
- (a) That many factors had resulted in lowering student application numbers, including the increase in tuition fees, new measures from the UK Border Agency (UKBA), the national reduction in A level results and 2012/13 student number controls.
- (b) That the University was anticipated to be approximately 180 students below the target for enrolments, noting that this was a manageable shortfall and that the University performed better than most other universities in the sector in this regard.
- (c) That, despite new UKBA restrictions, almost every international student who wanted to take up their place at Warwick had been able to do so.
- (d) That the adverse publicity regarding UK immigration in certain countries (e.g. India) could have a significant negative impact on the sector as a whole, and that the University would carefully monitor applications from overseas students.
- 9/12-13 National Student Survey (NSS)
- REPORTED: (by the Vice-Chancellor)
- (a) That the University had recorded an 87% satisfaction rate overall, with high levels of satisfaction for learning resources and scores for quality of teaching, but had achieved a disappointing score for assessment and feedback, the average score for the University remaining relatively static this year compared to last.
- (b) That the University was establishing a centralised marketing and communication activity to strengthen its position and a new Director would be appointed shortly.

(by the Pro-Chancellor)

- (c) That the benefits experienced as a result of any initiatives implemented by the University to improve its reputation may not be reflected in results immediately.

10/12-13 Institutional Teaching and Learning Review - Quality Assurance Agency (QAA)

REPORTED: (by the Vice-Chancellor)

- (a) That the outcomes of the University's Institutional Teaching and Learning Review were being progressed and there was significant effort being made to enhance the student experience.
- (b) That the QAA would be reviewing the University's activities in February 2013 and further preparations were being made to ensure that the University achieved the best possible outcome.

11/12-13 Research Excellence Framework (REF)

REPORTED: (by the Vice-Chancellor)

- (a) That the University was preparing for REF 2014 and needed to appoint more academic staff over the next six months in conjunction with ensuring that existing staff were able to attain publications of the highest standard.
- (b) That the University aimed to increase its research income by an extra £20m in 2012/13 and that initial progress was good with the University receiving four Royal Society University Research Fellowships out of the 36 available.
- (c) That the Warwick Manufacturing Group/Jaguar Land Rover/Tata announcement of £92m in funding for a National Automotive Innovation Campus was a significant achievement.

RESOLVED:

That the Council extend its congratulations to Professor Lord Bhattacharyya on the establishment of the National Automotive Innovation Campus.

12/12-13 Industrial Relations Climate

REPORTED: (by the Vice-Chancellor)

- (a) That most of the major unions had voted for industrial action over the employers' one per cent pay offer, with some unions returning a decision of outright strike action, while others returning a decision of action short of a strike.
- (b) That further information would be provided at future meetings.

13/12-13 Internationalisation and Global Competitiveness

REPORTED: (by the Vice-Chancellor)

- (a) That the University needed to continue to focus on internationalisation and secure its global competitiveness, and significant progress was being made in its alliance with Monash University.

- (b) That the University was delighted to have appointed Professor Andrew Coats, a respected researcher and cardiologist, as the new Academic Vice-President of the Warwick-Monash Alliance.
- (c) That the University was continuing to establish its presence in New York, with four posts advertised and two appointments made within the Centre for Urban Science and Progress and four more posts that would be advertised later this year.

14/12-13 Appointment of an External Pro-Vice-Chancellor

CONSIDERED:

An update on the appointment of an external Pro-Vice-Chancellor (C.14/12-13).

REPORTED: (by the Registrar)

- (a) That, in the recent round of interviews for the appointment of a Pro-Vice-Chancellor, the interview panel had interviewed two strong candidates and recommended that two appointments be made.

(by Mr N. Sanders)

- (b) That the interview panel was impressed by both candidates, Professor Lawrence Young and Professor Jan Palmowski, and that the interview panel believed that as both candidates offered complementary skills, both should be appointed.

(by the Registrar)

- (c) That the Council was invited to approve the second candidate, Professor Jan Palmowski, as a Pro-Vice-Chancellor for a period through to 31 January 2018, with the precise starting date to be confirmed, and that Sir George Cox was supportive of this recommendation.

RESOLVED:

That, on the recommendation of the interview panel, Professor Jan Palmowski be appointed to the position of Pro-Vice-Chancellor for a period of five years from a date to be agreed.

15/12-13 Launch of Monash-Warwick Alliance

REPORTED: (by the Registrar)

That Council members were invited and were encouraged to attend the official launch of the Monash-Warwick Alliance on 31 October 2012 at Australia House in London.

16/12-13 HEFCE Annual Assessment of Institutional Risk

REPORTED: (by the Registrar)

- (a) That the University had received recently the HEFCE Annual Assessment of Institutional Risk, noting that the University was assessed as 'not at high risk', and that the Audit Committee would formally consider the detail of the letter as part of its consideration of risk management arrangements.

- (b) That an Institutional Risk Management Strategy and Framework was being developed and that PwC were working with the University to contribute expertise and insights from other HE sector and commercial organisations.

17/12-13 Code of Corporate Governance

CONSIDERED:

- (a) The University's Code of Practice on Corporate Governance (C.2/12-13)
- (b) The University's Statement of Primary Responsibilities (C.3/12-13)

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.2/12-13 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.3/12-13 be approved and adopted.

18/12-13 Report from the Senate

CONSIDERED and ADOPTED a report of the resolutions on selected items considered at the meeting of the Senate held on 3 October 2012 (C.4/12-13), together with an oral report from the Vice-Chancellor on the following items of business:

- (a) Learning and Teaching Strategy 2012-2017

REPORTED: (by the Vice-Chancellor)

That the Senate had approved the University's revised Learning and Teaching Strategy 2012-2017, as set out in paper AQSC.70/11-12 (revised 3)).

- (b) USS Pension Scheme Evaluation

REPORTED: (by the Vice-Chancellor)

- (i) That the Senate had been informed of the reported growth of the deficit of the USS Pensions Scheme since 2011 to £9.8bn.
- (ii) That the Senate had been informed that the University had been waiting to hear from both USS and the Pensions Regulator as to whether any additional steps would be taken to address the deficit of the USS Pension Scheme, prior to the full valuation due in 2014.

(c) Research Committee

REPORTED: (by the Vice Chancellor)

- (i) That the Senate had approved in-principle the establishment of the University Research Centre for Applied Health Research and Delivery, as well as the University's submission for the HR Excellence in Research Award.
- (ii) That the title for the University's Global Priorities Programme (GPPs) would be amended to Global Research Priorities (GRPs) and that the GRPs were currently: Connecting Cultures, Digital Change, Energy, Food Security, Global Governance, Individual Behaviour, Innovative Manufacturing, International Development, Materials, Science and Technology for Health, Sustainable Cities.
- (iii) That a number of the Global Research Priorities (e.g. Food Security and Individual Behaviour) had been successful in securing further funding that the University would not have secured otherwise.

(d) Enhancing Student Satisfaction: Proposed Plan of Action

REPORTED: (by the Vice Chancellor)

- (i) That the Senate had noted and endorsed the proposed steps that needed to be taken to improve student satisfaction rates in the future, particularly in relation to assessment and feedback, timetabling, personal tutoring and personal development, as set out in paper S.6/12-13.
- (ii) That a supplemental meeting had been held on 8 October 2012 with all academic Heads of Departments about the targeted plans to enhance student experience and therefore, increase the University's NSS scores.

19/12-13 Proposed Transfer of Activity out of the School of Health and Social Studies

CONSIDERED:

Proposals for the transfer of activity from the School of Health and Social Studies to the Warwick Medical School and the Centre for Lifelong Learning and the subsequent disestablishment of the School as a department within the Faculty of Social Sciences as recommended by the Senate (paper C.5/12-13).

RESOLVED:

- (a) That the Royal College Nursing Research Institute (RCNRI) be transferred to the Warwick Medical School (WMS).
- (b) That the activities of the Institute of Health (IOH) be transferred to the Warwick Medical School (WMS) and integrated into the divisions of the Warwick Medical School (WMS).
- (c) That the Centre for the Study of Safety and Well-being (SWELL) and the Masters course in MA Social Work be transferred to the Centre for Life Long Learning (CLL).

- (d) That the School of Health and Social Studies be disestablished following the transfer of all current activities and staff within the School to the relevant academic homes with a view to the full disestablishment of the School of Health and Social Studies taking effect from February 2013.
- (e) That Ordinance 7, Governing the Constitutions of the Boards of the Faculties, be amended as set out in Appendix A of paper S.7/12-13, with effect from February 2013.
- (f) That Regulation 34, for the Determination of Fitness to Practise and the associated Fitness to Practise Committee Panel (MA S/W, Diplomas in Specialist Social Work and Person-Centered Counselling and Psychotherapy and PGCE) is amended as set out in Appendix B of paper S.7/12-13, with effect from the date of transfer of the MA Social Work to CLL.

20/12-13 Effectiveness Review of the Council

CONSIDERED:

A paper providing a summary of progress of the effectiveness review and the working groups established to consider key aspects of the Council (C.6/12-13).

REPORTED: (by Mrs P Egan)

- (a) That Sir George Cox, Council members, the Secretariat supporting the Review and Mr J Lauwerys be thanked for their support.
- (b) That the Council Away Day scheduled for 23 November 2012 would be the best forum to further explore and develop the findings of the Council Effectiveness Review (CER).
- (c) That four themes and initial proposals had been identified for consideration:
  - (i) That there should be a clear strategic focus to meetings of the Council.
  - (ii) That the overall size of the Council should be reduced.
  - (iii) That there should be a number of changes to the way in which items of business are considered by and presented to the Council.
  - (iv) That the University should experiment with the location and timing of the meetings to determine whether there is an optimal arrangement.
- (d) That the CER working groups commended the process to Council and that the work of the three groups be further explored before the Council Away Day on 23 November 2012, noting that final proposals and options would be considered in detail by all members at the Council Away Day.

(by the Registrar)

- (e) That Sir David Normington's group had developed some proposals regarding the current size of the Council which would be considered at the Away Day.



(by Mr Lauwerys)

- (f) That the results of the questionnaire initially identified some issues that the three groups explored in detail, noting that in a number of areas, some proposals for change were developed.
- (g) That one of the questions that might be asked as part of the CER is what Council had done to help improve the University.

(by Professor Sir John Temple)

- (h) That he was pleased that so much of what was discussed in group three was included in the paper (C.6/12-13) and that the Council Away Day should be spent debating the existing recommendations rather than discussing/developing further options.

RESOLVED:

That all members of Council were invited to comment on the initial themes of discussion prior to the end of October 2012 and that a paper would be produced to aid discussion at the Council Away Day on 23 November 2012.

21/12-13 Strategic Topic for Discussion - Resilience in Admissions in a Developing Market: the Importance of Student Satisfaction

CONSIDERED:

A discussion paper from the Academic Registrar and Registrar/Chief Operating Officer outlining key issues and risks in relation to the University's future student recruitment and the interdependencies between admissions policies, student satisfaction survey results, league tables and reputation (C.7/12-13).

REPORTED: (by the Registrar)

(a) Undergraduate Recruitment

REPORTED: (by the Registrar)

- (i) That many factors had impacted on the recruitment cycle this year for all institutions including changes to funding and the impact of UK Border Agency interventions.
- (ii) That, set against the whole HEI sector and the Russell Group in particular, the Home/EU student market performance outcome for the University was considered to be good.

(b) National Student Survey

REPORTED: (by the Registrar)

- (i) That there were numerous elements in the National Student Survey (NSS) that the University could be proud of noting that in order to remain competitive in the HEI environment, the University needed to address areas where satisfaction rates were lower.

- (ii) That the Heads of Departments were taking the NSS results seriously and there was a genuine appetite to engage with implementing improvement initiatives.
- (iii) That the employability measure was complex, only giving a snapshot six months after graduation, and providing only a partial insight into overall employability performance.

(by Professor C Hughes)

- (iv) That the students that fell into the category of not being in education or employment followed a pattern in terms of socio-economic, geography, subject studied, degree classification and gender factors.
- (v) That where a large proportion of those not in work at the six month point were white middle class young men who had returned to live at home in the South East, having achieved either first class or second class qualifications in subjects such as mathematics, engineering and physics.
- (vi) That the University had developed action plans in response to these findings including securing greater engagement from students with the Student Careers and Skills Service and offering the 'Finalist's Toolkit' to graduates.

(c) Quality of the Student Experience

REPORTED: (by the Registrar)

- (i) That the University, with high entry grades, had positioned itself in the most competitive segment of the market, which was important for enhancing its reputation for excellence.

(by Mr J Higgins)

- (ii) That he recalled conversations in the past about the £9k fee where it had been discussed that the University should ensure that it offered an excellent product, noting that it was therefore vital that the University was explicit about what it expected of all academic staff in this regard.

(by the Deputy Vice-Chancellor)

- (iii) That the University had made significant investments in new academic posts at the University through the Academic Resourcing Committee in 2011/12.

(by Ms T Elliott)

- (iv) That whilst the University had scored highly in terms of the quality and outcomes of its undergraduate students, the students' experience needed to be excellent for the whole duration of their time at the University.

(by Professor J Labbe)

- (v) That the University was considering the parity of the thresholds for entry of undergraduate and postgraduate levels.

(by Mr N Swain)

- (vi) That the University needed to be transparent to improve the students' experience, noting that it needed to seek full buy-in from the student community by clearly communicating any changes and acting upon what is communicated.
- (vii) That one negative experience during a student's time at the University could affect their whole perception of the University.

(by Mr C March)

- (viii) That some graduate recruitment firms had made offers of employment to graduates but gave them the option to defer their start by one year and this could negatively affect the University's score on the employability measure in the future.

(by the Pro-Chancellor)

- (ix) That the University should be in a position whereby employers wanted to recruit Warwick graduates because they knew what they would get (e.g. aspirational, confident, has ability and good attitude).

(d) Recruitment of International Students

REPORTED: (by the Academic Registrar)

- (i) That the international student market had been buoyant for the University and that Warwick had a diverse international cohort from approximately 150 countries, noting that the majority were from China, Hong Kong and India.
- (ii) That the Monash-Warwick Alliance was one strategic initiative that the University had developed that was aimed at broadening the University's reach into other international countries.
- (iii) That any new policy changes introduced by the UK Government could also have a significant impact on recruitment from the UK, EU and international student markets.

(e) Widening Participation

REPORTED: (by Mr N Sanders)

- (i) That within the positioning paper for this strategic topic, the University had skilfully worded the section on widening participation but that he cautioned the University's possible approach of taking students with the highest A level grades in all cases over taking students that have strong potential; given that widening participation for all was central to the University's principles.

(by the Registrar)

- (ii) That the section in the paper (C.7/12-13) on widening participation had been written to show the University's commitment to widening participation whilst acknowledging that with a focus on high attainment on entry this would continue to be challenging.

- (iii) That widening participation required sustained links with different schools and that the IGGY provided a significant opportunity for the University to do this.

22/12-13 Intellectual Property Committee

CONSIDERED and ADOPTED a report from the Intellectual Property Committee (C.8/12-13).

RESOLVED:

That the Council considered and approved, on the recommendation of the Senate, the University IP Policy (IPC.19/11-12 (revised 3)).

23/12-13 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 11 July 2012 (C.9/12-13).

24/12-13 Membership of Council Committees

RESOLVED:

That the membership of Council Committees for the 2012/13 academic year (C.10/12-13) be approved and that further recommendations be approved by the Pro-Chancellor on behalf of the Council on the recommendation of the Nominations Committee.

25/12-13 Charity Commission Guidance

REPORTED:

That the Charity Commission had launched new online guidance for trustees of Charities.

CONSIDERED:

That a paper outlining the changes to the Summary Guidance for Charity Trustees and the responsibilities of trustees in this regard (C.11/12-13) was considered.

RESOLVED:

That the changes to the Summary Guidance for Charity Trustees and the responsibilities of trustees were noted.

26/12-13 Register of Members' Interests

RECEIVED:

A copy of the Register of Interests of Members of the University Council for the academic year 2012/13 as at 3 October 2012 (C.12/12-13), noting that this would be updated and the latest version posted on the Council members' web page.

27/12-13 Amendments to University Ordinances

CONSIDERED:

For the second time, proposed amendments to University Ordinance 7 on the Constitution of the Boards of the Faculties were considered, as recommended by the Senate (C.13/12-13).

RESOLVED:

That the proposed amendments to University Ordinance 7 on the Constitution of the Boards of the Faculties were considered, as recommended by the Senate.

As at 16 November 2012