

THE UNIVERSITY OF WARWICK

Open Minutes of the Meeting of the Steering Committee held on 20 November 2017

- Present: Professor S Croft (Vice-Chancellor and Chair), Professor C Constable (Representative of the Senate), R Drinkwater (Group Finance Director), Professor C Ennew (Provost), Professor S Gilson (Chair of the Faculty of the Arts), Professor C Hughes (Pro-Vice-Chancellor (Education)), Professor M Nudds (Chair of the Faculty of Social Sciences), R Sandby-Thomas (Registrar), Professor M Shipman (Chair of the Faculty of the Sciences), Professor S Swain (Pro-Vice-Chancellor (External Engagement)), H Worsdale (President of the Students' Union), Professor L Young (Academic Vice-President).
- Apologies: Professor A Clarke (Chair of the Faculty of Medicine), Professor J Palmowski (Academic Vice-President), Professor P Thomas (Pro-Vice-Chancellor (Research)).
- In Attendance: S Bennett (Director, Student Career and skills) (for minute 69/17-18), K Dixon (Administrative Officer (Governance)) (Assistant Secretary), P Glover (Secretary to Council), J Hughes (Head of Information and Operations, Student Careers and Skills) (for minute 69/17-18), P Johnstone (Head of Analytics) (for minute 71/17-18), G McGrattan (Director, People Group), R McIntyre (Senior Assistant Registrar (Strategic Planning and Analytics)) (for minute 71/17-18), B Pithouse (Head of Institutional Resilience) (for minute 72/17-18), M Roberts (Director, IT) (for minute 73/17-18), R Roke (Director of Strategic Programme Delivery) (Secretary), R Wooldridge Smith (Acting Academic Registrar).

*Note: Some items are noted as "Exempt information not included" as they contain information that would be withheld from release to the public because an exemption under the Freedom of Information Act 2000 applies.*

60/17-18 Minutes

RESOLVED:

That the open and restricted minutes of the meeting held on 6 November 2017 be approved, subject to the following amendments:

[Additions underlined, deletions ~~struck through~~]

50/17-18 \*Report from the Academic Resourcing Committee

CONSIDERED:

A report from the Academic Resourcing Committee (SC.18/17-18) {restricted}.

(by the Acting Academic Registrar)

- (d) That budget setting this year aimed to produce ~~reduce~~ gross departmental margins and that work was underway in liaison with Finance to establish indicative targets for monitoring this.

51/17-18      \*Report from the Capital, Space and Amenities Group

CONSIDERED:

A report from the Capital, Space and Amenities Group (SC.19/17-18) {restricted}.

[...]

(by the Group Finance Director)

[Exempt information not included]

52/17-18      \*Institutional Risk Register (Autumn Update)

CONSIDERED:

An update to the Institutional Risk Register (SC.20/17-18) {restricted}.

[...]

(c) That a new Risk Architecture was being developed which recommended that ~~individual risk owners be replaced with relevant accountable committees that would have oversight of specific risks; however it was noted that there were still some risks to be assigned to a relevant accountable committee~~ existing accountable Committees be used to provide oversight of specific risks relevant to the areas of interest; however it was noted that work was ongoing to assign institutional risks to the relevant committees.

[...]

(g) That it was proposed that the Steering Committee received updates on the Institutional Risk Register in the spring and summer terms, with accountable Committees having met and discussed their risks in the ~~summer~~ autumn term and then again in the spring term and therefore being in a more informed position to provide an update to the Steering Committee on the risks for which they are accountable.

61/17-18      Conflicts of Interest

REPORTED: (by the Chair)

That, should any members or attendees of the Steering Committee have any conflicts of interest relating to agenda items for the meeting, they should be declared in accordance with the Committee of University Chairs (CUC) Higher Education Code of Governance (2014).

NOTE: No declarations were made.

62/17-18 Proposed amendment to Ordinance 16 (minute 415/16-17 refers)

REPORTED: (by the Chair)

- (a) That the requested amendment to Ordinance 16, to delegate the authority for setting the administrative fee amount for late payment of residential or academic fees to the Steering Committee (on the recommendation of the Fees Working Group), was not approved by the Finance and General Purposes Committee at its meeting of 8 November.
- (b) That the Finance and General Purposes Committee had agreed that the authority to determine the level of administration fees to be charged in the event of overdue payment of residential charges or academic fees be delegated to the Group Finance Director in line with her responsibility for overseeing debt collection, but that in exceptional circumstances the advice of the Finance and General Purposes Committee would be sought.
- (c) That there would therefore be no requirement to amend Ordinance 16, as the responsibility would remain formally with the Finance and General Purposes Committee; it was noted that the delegation would be formalised in the University's Code of Practice on Corporate Governance.

63/17-18 Race Equality Charter Mark

REPORTED: (by the Chair)

- (a) That the University had not been successful in its application for Race Equality Charter Mark (RECM) status, however the Equality Challenge Unit (ECU) had commended the honesty and commitment evident in the submission.
- (b) That the assessment panel had encouraged the University to make an updated application in the coming year, using the advice given on strengthening specific aspects of Warwick's plan and submission.
- (c) That the Race Equality Working Group, chaired by the Pro-Vice-Chancellor (Research), would consider the feedback from the ECU to identify how the University could continue to improve current practices and consultation to ensure its identified priorities reflected ECU's recommendations.
- (d) That any areas for improvement should be acted upon, regardless of the University's intention to resubmit an application for RECM status.
- (e) That the University would seek to learn from good practice developing in other institutions.

(by the Provost)

- (f) That it was important to retain momentum and to continue work towards an appropriate resubmission deadline; it was noted that the University had received some positive feedback and a number of commendations from the ECU and that the ECU set high standards for those institutions attempting to attain RECM status.

64/17-18 Philanthropic income exceeds £100m

REPORTED: (by the Chair)

That over 2016/17 the University had raised in excess of £5.7m in philanthropic income, bringing the total since the campaign started in 2006 to £100m; it was noted that the majority of funds had been allocated towards specific projects that enhance the student experience, such as scholarships, new student facilities, Warwick in Africa, and academic research, particularly the Warwick Cancer Research Centre.

65/17-18 Universities in the media

REPORTED: (by the Chair)

That institutions were currently under scrutiny from the media regarding the practices allegedly employed by some institutions to gather information on alumni.

66/17-18 Academy of Social Sciences – Celia Lury

REPORTED: (by the Chair)

That the Academy of Social Sciences had awarded a Fellowship to Professor Celia Lury, Director of the Centre for Interdisciplinary Methodologies and pioneering researcher in the sociology of culture; it was noted that this was one of 69 new Fellows announced last week.

67/17-18 New Director of Legal Compliance

REPORTED: (by the Chair)

That Rachel Gower, currently a Senior Compliance Lawyer at law firm Slaughter and May, had been appointed as the next Director of Legal and Compliance Services and was expected to take up the position in January 2018.

68/17-18 Membership of Senate Committees 2017/18

CONSIDERED:

A report on the proposed changes to membership of committees of the Senate 2017/18 (SC.26/17-18).

REPORTED: (by the Academic Registrar)

That the memberships of the Discipline Committee and the Discipline Appeals Committee were drawn from the same pool of individuals, but that the most appropriate members would be selected according to subject area and whether they had sat on a conflicting Committee previously.

RESOLVED:

That the proposed changes to membership of committees of the Senate 2017/18, as set out in SC.26/17-18, be approved.

## CONSIDERED:

A report on DLHE results for 2015/16 graduates (SC.27/17-18, {restricted}).

REPORTED: (by the Director, Student Careers and Skills)

[Exempt information not included]

- (b) That Warwick was now placed within a new TEF comparator group and therefore benchmarking was required to better understand the University's performance in this context and to identify areas of good practice at other institutions; it was noted that the Student Careers and Skills Service continued to undertake useful comparator research.
- (c) That the Student Careers and Skills Service was developing a hub and spoke service delivery model across campus; it was noted that the service operating from the Science concourse was working well and that a service location in the Social Studies Building would be operational shortly.
- (d) That future DLHE surveys would be conducted after fifteen months of graduating (as opposed to six) and would require a minimum response rate of 70%; it was noted that a focus on longitudinal data was likely to benefit Warwick, but that the implementation of the new GDPR legislation may pose a challenge to the ways in which the University currently communicated with alumni.
- (e) That the Student Careers and Skills team were prioritising work on using real-time data to identify and support current students who were not engaging with their studies and were potentially at risk of not securing employment or further study after graduating; the use of learner analytics within a new student contact system being an important development in this area.

[Exempt information not included]

- (g) That there was a collective institutional drive required to ensure that students were more fully prepared to enter the labour market after graduating, and to build student awareness of the factors (in addition to University reputation alone) which led to strong employability; it being critical that students gained valuable work experience and were able to articulate the skills developed through involvement in extra-curricula activities.
- (h) That it was apparent from TEF comparator institutions that were performing highly on the DHLE indicators that investment in developing relevant work experience and internships, and embedding employability within the curriculum, had significantly improved employability amongst graduates.
- (i) That the University's response rates were high (approximately 85%) and this compared favourably with the sector overall.
- (j) That Warwick's success in the High Fliers Survey was indicative of graduate employability amongst specific employers and accounted for just 20,000 graduate jobs of all those available, representing a small percentage of the total graduate employment prospects available and therefore not fully reflecting the landscape of the overall graduate labour market.

- (k) That the inclusion of an employability strand within the new Education Strategy would help establish work placements and preparation for employment as a standard element of the curriculum.
- (l) That more structured consideration of employer involvement within the curriculum and more widely across the student experience would be useful.

(by the Pro-Vice-Chancellor (Education))

- (m) That that the issue of graduate employability was an important one, but that it should be noted that other surveys, such as the Longitudinal Education Outcomes data (LEO) more accurately demonstrated the positive long-term employability of Warwick's graduates.
- (n) That there was a need for the University to respond to the changing environment of graduate employability, particularly in the context of the new TEF comparator group; noting that the TEF Strategy Steering Group would review sector best practice and oversee work to better understand the needs of employers.

[Exempt information not included]

- (q) That employability was incorporated within the new Education Strategy and would therefore be embedded at both institutional and departmental level and supported through strategic resourcing decisions.

RESOLVED:

- (a) That it be approved that the Steering Committee considers, during the spring term, a report from the new Academic Director (Employability and Skills), the Pro-Vice-Chancellor (Education) and the Director of Student Careers & Skills proposing the key priorities for a University-wide employability strategy, including targets and action plans to improve the University's DLHE performance.
- (b) That the proposed categories in section 4 of the report for qualitative and quantitative research in respect of institutions within the TEF comparator group be approved.

70/17-18

Annual NSS Choices Submission

CONSIDERED:

A report on the University's annual NSS operational choices to be submitted to Ipsos MORI (SC.28/17-18) {restricted}.

REPORTED: (by the Pro-Vice-Chancellor (Education))

- (a) That the Education Executive had previously considered and endorsed a proposed start date for the survey of 5 February 2018, in addition to the range of questions selected from the question bank.
- (b) That in addition to the compulsory survey questions, each institution may select up to six optional bank questions and two questions of its own, for internal use; it was proposed that the majority of the questions be kept the same year on year, but to rotate a number of questions every other year to build a fuller picture from the data collected.

- (c) That the University would use the standard HEFCE promotional materials instead of creating its own; it was noted that resource would be better allocated towards more substantial work required for the survey as opposed to recreating already available materials.
- (d) That, whilst responses to questions relating to workload had the potential to attract heightened negative responses from those respondents for whom workload may have had impact on their wellbeing, it was considered a valuable question for feeding into the personal tutoring review and had not generated overly negative responses in previous surveys.

RESOLVED:

That the University's annual NSS operational choices to be submitted to Ipsos MORI, as set out in (SC.28/17-18) {restricted}, be approved.

71/17-18

\*League Table Results

CONSIDERED:

A presentation on league table results (SC.29/17-18) {restricted}.

REPORTED: (by the Senior Assistant Registrar (Strategy and Planning))

- (a) That international league tables had recently focussed more heavily on reputational survey results, with reputation weighted at 50% in the QS ranking and 60% in the THE ranking respectively; it was noted that reputational scores had now stabilised after a period of decline.
- (b) That results across international tables were mixed, with Warwick having fallen 6 and 9 places respectively in the QS Rankings and Times Higher Education league tables, but having risen 28 places in the Academic Ranking of World Universities.
- (c) That the decline in Faculty Student score was attributed to an increase in the student population, combined with a small reduction in staff population; it was also noted that a minor methodological variation in calculating this had elevated last year's actual score but understated this year's and therefore this fluctuation should not be considered a fully accurate reflection of reality.
- (d) That there was further work required to increase consistency across citations arising from different departments, and that although the THE normalised variation in citation volume over different subject areas, it was difficult to predict the impact this would have on Warwick's performance.
- (e) That the slight decrease in teaching and research in the THE league table was partially due to changes to the methodology used to calculate the number of academic papers attributed to an institution; it being noted that those institutions with large volumes of papers with a single author saw greatly elevated scores in this area.
- (f) That Warwick had achieved one subject in the top twenty for its respective field, and eight in the top fifty, in the international QS Subject Rankings; it was noted that in the ARWU subject rankings, Mathematics had performed particularly well.

(by the Head of Analytics)

[Exempt information not included]

- (h) That Warwick had risen one place in the Guardian Institutional Performance rankings, despite the overall score having fallen; conversely, there was no change to ranking in the Complete University Guide, despite the overall score having increased.
- (i) That in the Sunday Times institutional performance rankings, Warwick had fallen two places, primarily due to a drop in NSS scores and the entry tariff; it was noted however that there had been a slight increase in the Guardian's subject rankings, with two additional subjects being ranked in the top ten for their respective fields, bringing the total to sixteen.

[Exempt information not included]

(by the Provost)

- (l) That all league tables used similar underlining constructs that are measured in different ways, and that sustained improvement across all league tables will come from robust teaching and learning strategies.
- (m) That it be noted that improvements in league table rankings would require consistent work over a period of time, but that a number of short term actions, such as better guidance for academic staff around citations and work on improving performance in reputation surveys, should still be explored in parallel to the long term strategy.

(by the Group Finance Director)

[Exempt information not included]

(by the Chair of Faculty of Arts)

[Exempt information not included]

RESOLVED:

That a strategy for targeted reputational survey respondents be considered in the spring term by the Steering Committee, with clear actions identified.

72/17-18

\*Travel Risk Management Policy

CONSIDERED:

A report on the University's International Travel Policy (SC.31/17-18) {restricted}.

REPORTED: (by the Head of Institutional Resilience)

- (a) That the Travel Risk Management Policy was proposed as part of the University's wider risk and incident management framework.

- (b) That the Travel Risk Management Policy had been developed in response to the University's duty of care to its staff and students, both of whom travel extensively; it was noted that there had been recent incidents where the provision of support to those affected was inconsistent and therefore the establishment of clear responsibilities of both the University and the individual traveller had been required.

[Exempt information not included]

- (d) That, if approved, Human Resources and Internal Communications would be involved to ensure responsibilities of travellers and departmental staff were clearly communicated.
- (e) That the Travel Risk Management Policy had been well received so far amongst academic staff, and had been subject to a significant amount of work in liaison with the Head of the Department of Politics and International Studies.
- (f) That a key purpose of the pre-travel risk assessment was to reduce the likelihood of staff or students being placed at unnecessary risk, as opposed to managing an incident once it had arisen.

(by the Group Finance Director)

- (g) That any activity relating to a staff member's professional academic work constituted University business.

(by the Pro-Vice Chancellor (Education))

[Exempt information not included]

(by the Registrar)

- (i) That individuals were likely to book their own travel and therefore the absence of a consistently used central travel booking system resulted in incomplete travel data being collected.

(by the Chair of the Faculty of Science)

- (j) That the significant amount of travel undertaken by academic colleagues may pose a challenge to implementing the policy; it was noted that frequently, other institutions would arrange and fund travel, thereby reducing the University's knowledge of an individual's itinerary when attending conferences, for example.

(by the Provost)

- (k) That it was important that the University held accurate contact and travel details for staff and students whilst travelling, but that the process for submitting this information should be as light touch and easy to use as possible, to encourage as many people as possible to do so.

(by the Chair)

[Exempt information not included]

- (m) That accurate data on students' travel was of great importance, given parental expectations of the University to have comprehensive knowledge of, and support arrangements in place for, students travelling abroad for study-related reasons.

RESOLVED:

That the Travel Risk Management Policy and online travel itinerary portal be reviewed in line with the comments of the Steering Committee, to be brought back for consideration at a future meeting.

73/17-18

\*Two Factor Authentication for access to University IT systems

CONSIDERED:

A report on the proposed introduction of Two Factor Authentication for access to University systems (SC.32/17-18) {restricted}.

REPORTED: (by the Director of IT)

[Exempt information not included]

RESOLVED:

That the Two Factor Authentication for access to University IT systems be approved.

As at 16 August 2018