

UNIVERSITY OF WARWICK STEERING COMMITTEE Open Minutes of the Meeting Held 3 December 2018			
Present	Professor Stuart Croft	SC	Vice-Chancellor and Chair
	Rosie Drinkwater	RD	Group Finance Director
	Professor Chris Ennew	CE	Provost
	Professor Chris Hughes	CH	Pro-Vice-Chancellor (Education)
	Liam Jackson	LJ	President of the Students' Union
	Professor Matthew Nudds	MN	Chair of the Faculty of Social Sciences
	Professor Penny Roberts	PR	Chair of the Faculty of Arts
	Professor Jeremy Smith	JS	Senate Representative
	Professor Simon Swain	SS	Pro-Vice-Chancellor (External Engagement)
Attending	James Breckon	JB	Director of Estates
	Kelly Dixon	KD	Administrative Officer (Governance) (Assistant Secretary)
	Dr Richard Hutchins	RH	Director of Strategy
	Rupert Lawrie	RL	Commercial Director
	Ian Rowley	IR	Director of Development, Communication and External Affairs
	Sharon Tuersley	ST	Secretary to Council
	Dr Chris Twine	CT	Academic Registrar
	Ros Roke	RR	Director of Strategic Programme Delivery (Secretary)
In attendance for this meeting only	Anjeli Bajaj	AB	Information and Data Director (for item 005)
	Rory McIntyre	RI	Senior Assistant Registrar (Strategic Planning and Analytics) (for item 008)
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.			
Ref	Item		
001	<p>Apologies for Absence and Conflicts of Interest</p> <p>Apologies received from Rachel Sandby-Thomas, Professor Mike Shipman and Professor Pam Thomas.</p> <p>Note: There were no declarations of interest made.</p>		
002	<p>Minutes of last meeting held on 19 November 2018</p> <p>The restricted minutes of the meeting held on 19 November 2018 were received and approved.</p>		
003	<p>Matters arising from last meeting held on 19 November 2018</p> <p>There were no matters arising from the meeting that were not covered on the agenda.</p>		
Chair's Business			
004	<p>Chair's Business</p> <p>The Committee received and noted an update from the Chair on the following items:</p> <p>(a) Hybrid Planning Application Approved</p> <p>The University's hybrid planning application had been approved by Coventry City Council on 15 November and, whilst there were a number of details yet to be finalised, it would allow for the new Faculty of Arts and Interdisciplinary Biomedical Research Buildings to proceed, in addition to increased car parking and new student residencies.</p>		

	<p>(b) Lord Bhattacharyya Building In recognition of his contribution to the University, the wider region and Jaguar Land Rover, the National Automotive Innovation Centre had been officially named after Professor Lord Bhattacharyya. Additionally, Coventry City Council had asked that the section of University Road leading up to the Lord Bhattacharyya Building, be named Lord Bhattacharyya Way.</p> <p>(c) Warwick's Regional Impact At a recent event to celebrate Warwick's impact on the region, it was announced as having an overall economic impact on the West Midlands of approximately £1bn each year, employing 6,640 staff directly in addition to sustaining a further 9,245 additional jobs in the area.</p> <p>(d) Nanyang Technological University Agreement Warwick had recently signed an agreement with Nanyang Technological University in Singapore to establish a new framework enabling all interested departments to offer a joint PhD programme. The first department to set up a joint PhD programme under this agreement would be Warwick's department of Physics and NTU's School of Material Science and Engineering.</p> <p>(e) Assembly Election Update Dr Gavin Schwartz-Leeper had been elected as the non-professional <u>non-professorial</u> member of academic staff to act as a representative of the Assembly on the Senate. It was noted that there had been a detailed discussion regarding the role and remit of the Assembly representative.</p>
Items for Consideration	
005	<p>Report from the Data, Protection and Privacy Group</p> <p>The Information and Data Director presented a report from the Data Protection and Privacy Group (SC.49/18-18, {restricted}), with key points as follows:</p> <ul style="list-style-type: none"> • The first meeting of the Group had functioned as an exploratory exercise to understand how robust data protection might be embedded into the daily operations of the University. • The majority of the Group's business for consideration focussed on procedural changes implemented in response to data breaches. • In the event of future data breaches, the Information Commissioner's Office would request confirmation that the staff involved had undertaken the University's Information Security and GDPR Compliance training. • The importance of all staff undertaking Information Security and GDPR Compliance training was emphasised, to ensure ongoing good practice with regard to data management and personal information and protection of the University's reputation.
006	<p>University Executive Board</p> <p>The Secretary to Council provided an update on the formal constitution of the University Executive Board, as approved by the Council at its meeting held on 21 November 2018, and the future arrangements for meetings of the Steering Committee. The Committee noted the key points as follows:</p> <ul style="list-style-type: none"> • Planning meetings were currently underway to effectively coordinate the business of the Steering Committee and the University Executive Board, noting that feedback from members would be welcomed throughout the academic year as the two Committees became established in their new roles.

	<ul style="list-style-type: none"> • The Director of Strategic Programme Delivery would continue as Secretary to the Steering Committee, the Chief of Staff would act as Secretary to the University Executive Board and the Administrative Officer (Governance) would act as Assistant Secretary to both Committees to assist with the flow of business between the two. • The Steering Committee would meet monthly and would focus on providing information and advice on the strategic elements of the University's business, noting that the President of the Students' Union would have regular opportunities to raise any items from the Students' Union for consideration at meetings of the University Executive Board.
007	<p>League Table Rankings</p> <p>The Committee received a presentation from the Provost on League Table Rankings. Key points of the discussion were as follows:</p> <ul style="list-style-type: none"> • Warwick had improved overall across international league table rankings, noting that it had also performed well in subject-level league tables, with a number of subjects ranked in the world's top 100. Domestic rankings had remained in a positive and stable position. • Warwick had recently combined its domestic and international league table rankings to provide an indication of how it was performing overall. This aggregate data indicated that Warwick was positioned 7th in the UK and 37th in the world. • Warwick had maintained a stable position in both international and domestic league table rankings over the past few years, forming a strong 'second tier' of Russell Group institutions just behind a strong 'elite' tier formed of Oxford, Cambridge and Imperial College London. • The methodologies behind international and domestic league table rankings varied, with domestic rankings more heavily weighted towards teaching and international rankings weighted towards research. • A number of institutions had seen significant fluctuation (both positive and negative) in league table rankings in recent years and therefore it should be considered that rankings might be affected by differing league table methodologies year on year as well as changes in an institution's performance. • The Rankings Task Force considered the position of Warwick in both domestic and international rankings and how best they might support the implementation of the University's Education and Research Strategies. The Task Force also ensured that accurate data was reported for the University to inform league table rankings. • The University's Research Strategy was considered to be a key driver for Warwick's international league table positioning, noting that this would support and encourage international research collaborations. <p>[Exempt information not included]</p> <ul style="list-style-type: none"> • Consideration might usefully be given to Warwick's position against the combined domestic and international rankings for international and EU competitors, noting that Warwick operated within a global market.

	<ul style="list-style-type: none"> Whilst league table rankings provided a good indication of the quality of research and teaching a University provided, it was noted that rankings were not the sole measure of a University's performance and that continuing to consistently improve Warwick's fundamental teaching and research was of vital importance.
008	<p>Fixed Fees for Undergraduate International Students</p> <p>The Academic Registrar and Senior Assistant Registrar (Strategic Planning and Analytics) presented a report from the Fees Working Group on Fixed Fees for undergraduate international students (SC.47/18-19, {restricted}). The Steering Committee was invited to comment on the principle of fixed fees. [Exempt information not included] The Committee noted the concerns of international students regarding overall fee levels and year-on-year increases, as expressed via the Students' Union, and further discussed the item with key points as follows:</p> <ul style="list-style-type: none"> In response to the NUS and Students' Union campaign for the same level of fees to be charged for each year of international students' undergraduate courses, the Fees Working Group had undertaken work to explore a number of fee models over the last year. <p>[Exempt information not included]</p> <ul style="list-style-type: none"> International students were increasingly vulnerable in the context of the sustained uncertainty surrounding Brexit and that this enhanced the need for universities to offer consistency of fees during this period. Smaller, more immediate interventions may reassure students that the University was giving due consideration to their concerns. Exchange rate adjustments often had a more significant impact on the affordability of fees for international students, whereas year-on-year fee increases were planned and transparent upon student application. Consideration, however, could be given to improving communications with prospective applicants regarding scheduled year-on-year increases, noting that in a competitive international market students wished to be fully informed of the overall cost for the entire course. Consideration should be given to the validity of the University's mechanisms for mitigating fee increases, noting the challenges of rapidly rising prices for international students in the current market. <p>ACTIONS:</p> <p>It was resolved that the Fees Working Group would:</p> <p>[Exempt information not included]</p> <ol style="list-style-type: none"> Conduct risk analysis for the potential implementation of any new fee structure. Consider potential implementation dates for any changes to the current fee structure. Submit a report to be discussed at a future meeting of the Steering Committee, addressing the key issues raised and subject to the actions above.

009	<p>Report from the Campus and Commercial Services Group</p> <p>The Commercial Director presented a report from the Campus and Commercial Services Group (SC.48/18-19, {restricted}), with key points as follows:</p> <p style="text-align: center;">[Exempt information not included]</p> <ul style="list-style-type: none"> • The Group’s future priorities included a deep dive session on business management plans for the Arts Centre, continuing to ensure that capital projects remained on track and on budget, in addition to a divisional strategy review to ensure the Group can deliver in line with its 5 Year Plan. • The CCSG Executive Group had recently appointed the Commercial Director, the Students’ Union Development and Democracy Officer and an Academic Representative to its membership.
<i>Items below this line were for receipt and/or approval, without discussion</i>	
010	<p>Senate Committee Memberships</p> <p>The Committee received and approved in-year appointments to the committees of the Senate as detailed in SC.50/18-19.</p>
Next meeting: 14 January 2018, 10:30 – 12:00, Senate House Council Chamber	