

THE UNIVERSITY OF WARWICK

Minutes of the meeting of the Steering Committee held on 22 September 2014

- Present: Vice-Chancellor and President (Chair),  
Professor A Coats,  
Professor Christina Hughes,  
Professor Christopher Hughes,  
Professor T Jones,  
Professor J Palmowski,  
Professor S Swain,  
Professor M Taylor,  
Professor P Thomas,  
Ms C Turhan,  
Professor L Young.
- Apologies: Provost, Professor M Freely, Professor P Winstanley.
- In Attendance: Registrar and Chief Operating Officer, Deputy Registrar (Assistant Secretary), Academic Registrar, Director of Human Resources, Director of Delivery Assurance (for item 344/13-14), Director of the Centre for Professional Education (for item 345/13-14), Senior Liaison Officer from the International Office (for item 345/13-14), Assistant Registrar (Governance).

329/13-14 Minutes

RESOLVED:

That the open and restricted minutes of the meeting held on 8 September 2014 be approved, subject to an amendment to minute 312(b)/13-14 and minute 320(e)/13-14 respectively, as follows: (amendment underlined, deletion ~~struck through~~)

312/13-14

REPORTED: (by the Vice-Chancellor and President)

(...)

- (b) That the Fields Medal was awarded once every four years to four recipients on the occasion of the International Congress of Mathematicians to recognise outstanding mathematical achievement for existing work and for the promise of future achievement.

(...)

320/13-14

REPORTED: (by the Director of Delivery Assurance)

(...)

- (e) That the new Student Complaints Resolution Procedure would be presented to the Steering Committee at its meeting on 22 September 2014, noting that the ~~piloting~~ use of the new Student Feedback and Complaints Resolution Framework was aimed at facilitating the liaison of staff across the University to reduce the number of complaints requiring escalation.

(...)

330/13-14 University of Warwick Declared University of the Year 2014-15 by The Times and The Sunday Times

REPORTED: (by the Vice-Chancellor and President)

- (a) That, on Sunday, 21 September 2014, the University had been declared the University of the Year 2014-15 by the Times and Sunday Times newspapers, noting that Warwick had also risen two places to eighth in the UK in the two Newspapers' overall University league table.
- (b) That, in giving their key reasons for choosing Warwick, The Sunday Times and The Times said:
  - (i) "Warwick has been an ever-present in our top 10 over the past two decades. A place to study here is highly prized."
  - (ii) "The University will celebrate its 50<sup>th</sup> anniversary next year and in its first half century has established a formidable reputation on the national and international stage as a powerhouse of teaching excellence and business-focussed research."
  - (iii) "The university tops five of our specialist subject tables this year – only two fewer than Oxford."
- (c) That this award was a plaudit for the University as a whole and was a fitting start to Warwick's approaching 50<sup>th</sup> anniversary celebrations.

RESOLVED:

That the thanks of the Steering Committee be extended to every member of staff and every student who had contributed to Warwick's success.

331/13-14 Warwick Business School (WBS) wins Award for Gender Equality

REPORTED: (by the Vice-Chancellor and President)

- (a) That, in the first scheme of its kind, the Equality Challenge Unit had given WBS a Bronze award for its progress in gender equality, noting that WBS was one of just two business schools in the UK to be recognised for advancing gender equality.
- (b) That plans were in place to roll this work out across other departments in the arts, humanities and social sciences disciplines at the University, noting that a letter would be circulated to departments in the Autumn term that will outline the importance of gender equality, the Equality Challenge Unit award and how departments would be expected to engage in this work.

RESOLVED:

That congratulations be extended to Warwick Business School on its achievement.

332/13-14 First WMG Academy Students Join the University Community

REPORTED: (by the Vice-Chancellor and President)

That the first students at the new WMG Academy had been on campus for their week-long induction from 8 September 2014 in order to prepare for the start of term in their brand new school.

RESOLVED:

That the thanks of the Steering Committee be extended to all staff who had been involved in ensuring that the WMG Engineering Academy was operational for the start of the 2014/15 academic year.

333/13-14 Coventry Partnership 2014/15

REPORTED: (by the Vice-Chancellor and President)

- (a) That the Registrar and Chief Operating Officer had agreed to Chair the Coventry Partnership for the forthcoming year, noting that the Coventry Partnership was the Local Strategic Partnership (LSP) for Coventry and brought together senior representatives from the community, private, public and voluntary sectors to work to deliver positive change within the city.
- (b) That the Partnership's priority was 'Growing the City and Tackling Poverty', and that the work will focus on the four areas of getting people into employment; raising incomes and financial inclusion; early action and communities; and, better understanding and evaluation.

334/13-14 Memorial in Honour of Sir Nick Sheele

REPORTED: (by the Vice-Chancellor and President)

That, on behalf of Lady Ros Scheele, the University had hosted a memorial event on Monday, 22 September, 2014 at the Arts Centre to celebrate the life and career of Sir Nick Scheele, who was University Chancellor from 2002 to 2008.

335/13-14 WMG Welcomes His Excellency Ma Kai, Vice-Premier of China

REPORTED: (by the Vice-Chancellor and President)

- (a) That, on Saturday 13 September 2014, WMG welcomed His Excellency Ma Kai, Vice-Premier of China, along with a delegation of senior officials including Liu Xiaoming, Chinese Ambassador to the UK, and Sir Sebastian Wood, Britain's Ambassador to China.
- (b) That WMG had strong and well-established links with various universities in China, noting that WMG was the only academic institution visited by the Vice-Premier during his time in the UK.

336/13-14 Open Day: 20 September 2014

RESOLVED:

That the thanks of the Steering Committee be extended to all staff and students for their support in organising and participating in the Open Day held on 20 September 2014.

337/13-14 Postgraduate Arrivals Week

REPORTED: (by the Vice-Chancellor and President)

- (a) That the week commencing Saturday 20 September 2014 was the arrivals week for postgraduates.
- (b) That this was the first such week that had been organised for postgraduate students.

338/13-14 Dr Krzysztof Łatuszyński awarded a Royal Society Research Fellowship

REPORTED: (by the Vice-Chancellor and President)

- (a) That the Royal Society had announced the appointment of 43 new University Research Fellows (URFs) for 2014.
- (b) That Dr Krzysztof Łatuszyński, Department of Statistics, has been awarded this prestigious University Fellowship for his work on his project 'From the Bernoulli factory to a Kolmogorov factory'.

RESOLVED:

That congratulations be extended to Dr Krzysztof Łatuszyński on his achievement.

339/13-14 Appointments to the Assembly

REPORTED: (by the Vice-Chancellor)

That, following a call for nominations in August this year for a three-year period of office to September 2017, the two new members have been appointed to Senate to represent the Assembly are Mrs Kate Hughes (Programme Director, External Affairs) and Miss Mia Khan (Assistant Registrar, Teaching & Learning).

340/13-14 Campus Movement Plan: Update

REPORTED: (by the Registrar and Chief Operating Officer)

- (a) That Coventry City Council (CCC) had notified the University that the scheduled re-opening of the Gibbet Hill Road entrance from the Kenilworth Road on 1 October 2014 will be delayed, with three areas of the project affected:
  - (i) The central portion of Gibbet Hill Road, between the existing entrance to the main campus and the planned new entrance to the main campus by the Arts Centre;
  - (ii) The right turn from Gibbet Hill Road into the Gibbet Hill Campus;
  - (iii) The roundabout at the junction of Gibbet Hill Road and Kenilworth Road.
- (b) That the continued works would not have any impact on the undergraduate arrivals weekend of 27-28 September 2014 due to contingency plans that the University had already organised.

- (c) That a communication plan was in the process of being developed and that a key aim of the communication plan was to ensure that the message was shared as broadly to all stakeholder groups as soon as was feasible.
- (d) That all stakeholders were working together to ensure that the work was progressing as swiftly as possible.

341/13-14

Enhancing the Governance of Strategy Implementation, Resourcing, Capital Planning and Institutional Performance

CONSIDERED:

A paper that described how the governance of strategy implementation, resourcing, capital planning and institutional performance would be enhanced (SC.197/13-14).

REPORTED: (by the Registrar and Chief Operating Officer)

- (a) That, since its establishment in 1971, the Steering Committee had acted as the *de facto* executive body that steers the day-to-day business of the University and carries full delegation of authority on behalf of the Senate in between its meetings.
- (b) That the Steering Committee had generally received papers concerning academic business and day-to-day organisational matters.
- (c) That it was considered timely to review ways of enhancing the governance arrangements as symptoms of the current system included:
  - (i) Strategic developments that were inter-related being considered at separate bodies with no one body having oversight of all issues before recommendations were submitted for formal approval;
  - (ii) Lay scrutiny had been undertaken in advance of executive scrutiny and internal challenge having been completed (this does not question the validity of early lay involvement in developments, but rather recognises that the executive should have at least come to a view on the merits of a matter before lay members were invited to consider and decide upon it);
  - (iii) Council committees had been required to engage in levels of detail which would be seen as executive or operational in equivalent institutions or organisations.
- (d) That, when the University was smaller, it was less problematic for the Steering Committee to not see every piece of business, given the number of informal channels for communication combined with a less complex set of institutional activities that had existed.
- (e) That three options had been considered for the revised governance structure:
  - (i) A much smaller body, similar to a Corporate Board, but it had been decided that because of the breadth of the business of the University it would be preferable to have a range of people with different expertise to sit on the Committee and a Corporate Board would preclude this from being the case;

- (ii) A joint Senate and Council Committee, similar to the Strategy Committee that had been formed in the past, but it was felt that this Committee had been detached from the work of the University, had worked to a different agenda and therefore did not suit the current requirements of the University;
  - (iii) A dedicated body similar to the current Steering Committee but with a widened remit and this was the body that was proposed in the paper (SC.197/13-14).
- (f) That it had been proposed that the Steering Committee would become the formal Steering body for the Senate and the Council, with the Steering Committee being given the opportunity to provide comments on the financial plan before it was submitted by the Financial Plan Sub-Committee (FPSC) to the Finance and General Purposes Committee (FGPC), for onward consideration by the Senate and the Council.
  - (g) That the Steering Committee would be given the opportunity to comment on the draft reports from the Academic Resourcing Committee (ARC), Administrative and Professional Services Group (APSG) and the Campus and Commercial Services Group (CCSG) to the Budget Steering Group (BSG), prior to BSG reporting to FGPC.
  - (h) That it was proposed that the Building Committee would become the University Estate Committee (UEC), and that the Environment and Amenities Committee be disestablished.
  - (i) That it was proposed that the Steering Committee be confirmed as the responsible body for the approval of all staff and student related policies except where there is an explicit requirement to seek the approval of the Senate or the Council, or where adopting the policy would have a significant impact on the financial or budgetary position of the University (where the approval of FGPC would be required).
  - (j) That the speed of decision-making would be maintained as the Steering Committee would meet fortnightly, holding additional meetings on an ad-hoc basis.
  - (k) That members should anticipate that meetings of the Steering Committee would last for the full two hours in the future if the proposal was approved.

(by the Dean of the Warwick Business School)

- (l) That the proposed reforms be commended, as the flexible structure would be preferable to the exclusivity of a smaller committee, noting that some rationalisation of the Sub-Committees of the UEC would be advantageous.

(by the Pro-Vice-Chancellor (Science, Engineering and Medicine))

- (m) That a review of the membership of the Steering Committee should be undertaken so that the membership did not just represent the academic community, but that representatives of the administration and professional services were full members of the Committee.

(by the Pro-Vice-Chancellor (Arts and Social Sciences))

- (n) That it was important that the membership of the Steering Committee was not significantly extended, with the preference being that with the exception of the Secretariat to the Committee, those administration and professional services colleagues that had been in attendance to date should be made full members of the Steering Committee.

(by the Chair of the Faculty of Social Sciences)

- (o) That it would be helpful to understand how agendas for future meetings of the Steering Committee would be constructed and that the onus should be on a 'light touch' approach.

(by the President of the Students' Union)

- (p) That it was reassuring that a representative of the student body would remain on the proposed reconfiguration of the Steering Committee.

(by the Vice-Chancellor and President)

- (q) That ensuring the appropriate ethos was key to the success of the proposed changes to the Steering Committee.

RESOLVED:

- (a) That the proposal be approved for recommendation to the Senate and the Council, noting that the proposal received full support from members.
- (b) That some consideration of the membership and status of members be noted in the presentation of the paper that is proposed to the Senate and the Council.
- (c) That the onus on as 'light touch' an intervention as possible by the Steering Committee be approved.

342/13-14 An Update on the University Strategy, Strategy Implementation and Strategic Planning

RECEIVED:

An update on the University strategy, strategy implementation and strategic planning (SC.205/13-14).

REPORTED: (by the Deputy Registrar)

- (a) That the comments from by the Senate and the Council had been incorporated into the final version of the University Strategy.
- (b) That it would be unrealistic to implement the whole strategy in one year and a longer-term horizon for implement planning would enable the implementation of the strategy to be dynamic and responsive.
- (c) That the implementation plan being developed included the establishment of Programme Boards that would be responsible for the monitoring and delivery of different strands of the strategy, with the responsibility for each strand assigned to a nominated Senior Members of the University.

- (d) That it was intended that the work of the Programme Boards would not be burdensome, noting that they would report into the refreshed remit of the Steering Committee, which would have the responsibility for the oversight the delivery of the University Strategy, subject to the approval of the governance proposals in this regard.
- (e) That in order to support the strategic process, work was underway to refresh and simplify the respective strategic planning processes.

(by the Pro-Vice-Chancellor (Teaching and Learning))

- (f) That it was important that the Programme Boards identified cross-cutting themes and reported them back to the Steering Committee.

(by the Pro-Vice-Chancellor (Postgraduate and Transnational Education))

- (g) That the implementation of some of the changes to the strategic planning process would be introduced early in the Autumn term with respect to ARC.

(by the Registrar and Chief Operating Officer)

- (h) That as the University Strategy introduced a number of significant changes, the 2014/15 academic year would be used as a time period to begin to implement the changes and introduction of the Programme Boards so that the delivery structure was embedded in time for the 2015/16 academic year.

343/13-14 \*National Student Survey (NSS) Report

RECEIVED:

A paper that summarised the key outcomes of the NSS for the University of Warwick (SC.196/13-14).

344/13-14 Student Complaint Resolution Procedure Pathway

CONSIDERED:

A paper that proposed the new integrated Student Complaint Resolution Procedure Pathway (SC.198/13-14).

REPORTED: (by the Director of Delivery Assurance)

- (a) That the proposed integrated Student Complaint Resolution Procedure Pathway had been developed in conjunction with a range of stakeholders from academic and non-academic areas, together with the Sabbatical Officers from the Students' Union.
- (b) That the aim of the procedure was to ensure that an early resolution was secured, with the complaint being dealt with at a local level, with advice provided by the Academic Office.
- (c) That the procedure would be supported by an area of the website that would include a 'Frequently Asked Questions' (FAQs) section, noting that the website would be a live site that would be regularly reviewed and updated.



- (d) That the procedure would not cover academic appeals as these would continue to be handled in the current way.
- (e) That the procedure would provide more consistent reporting and monitoring and that a review of the new procedure would be undertaken during the Summer term of 2014/15.

(by the Academic Registrar)

- (f) That a new role had been created in the Academic Office to support academic departments in resolving student complaints at a local level.

(by the Registrar and Chief Operating Officer)

- (g) That the use of the term 'pilot' should be removed from the procedure as it implied that the new procedure was being trialled with a small section of the Warwick community, when, in fact, the procedure was applicable to all students from Monday, 29 September, 2014.
- (h) That a review had been undertaken of how other institutions managed major student discipline offences and as a result, the University may wish to review the membership of its Student Disciplinary Committees so that the membership was expanded from academic and student members to include representatives from professional services.

RESOLVED:

- (a) That the Student Complaint Resolution Procedure Pathway be approved, with all uses of the term 'pilot' removed.
- (b) That thanks be extended to all colleagues who had been involved in the development of the procedure.

345/13-14

\*Proposal to Develop a Pre-University Programme for Nazarbayev University in Kazakhstan

CONSIDERED:

A paper that outlined the proposal to develop a pre-University programme for Nazarbayev University (NU) in Kazakhstan (SC.199/13-14).

RESOLVED:

That a revised proposal be considered by a Sub-Group of the Steering Committee.

NOTE:

- (a) That a meeting of the Sub-Group of the Steering Committee was held on Friday, 26 September, 2014 to consider the revised bid proposal.
- (b) That the Sub-Group of the Steering Committee resolved to approve the revised bid proposal for submission.

346/13-14 \*HEFCE Bid for STEM Teaching Capital Funding

CONSIDERED:

A draft bid for STEM capital funding 2015-16 from HEFCE for the enhancement of STEM teaching through the incorporation state-of-the-art technologies for interactive and immersive content utilising 3D projection in lecture theatres and live streaming of laboratory demonstrations in the Teaching and Learning Building (SC.200/13-14).

RESOLVED:

- (a) That the submission of the STEM capital funding 2015-16 bid to HEFCE, with a few amends, be approved.
- (b) That the Pro-Vice-Chancellor (Teaching and Learning) provide wording concerning the potential recruitment and expansion of the number of STEM students to the Chair of the Faculty of Science for inclusion in the bid.
- (c) That the original £17.6M quoted in the bid for the Teaching and Learning Building be amended to £15M.

347/13-14 Senate Business

RESOLVED:

That the items of business for the meeting of the Senate to be held on 1 October 2014 be approved as set out in the papers circulated for consideration by Senate Steering.

348/13-14 UK Research Partnership Investment Fund (UKRPIF) Round 4

RECEIVED:

Details of round 4 of funding that had been made available by the UKRPIF (SC201/13-14).

REPORTED:

- (a) That a further £100 million is to be allocated across the UK to develop research facilities to encourage collaboration and support excellent research, noting that HEFCE was inviting proposals from UK universities for large-scale projects (a minimum of £10 million from UKRPIF) that can attract twice as much funding from private sources (businesses, charities, individual donations).
- (b) That expressions of interest were to be submitted by Friday, 10 October 2014.