

# THE UNIVERSITY OF WARWICK

## Minutes of the Meeting of the Steering Committee held on 9 February 2015

Present: Professor Sir N Thrift (Vice-Chancellor and President (Chair)), Professor S Croft (Provost) (until item 159/14-15), Professor Christina Hughes (Pro-Vice-Chancellor (Teaching and Learning)), Professor Christopher Hughes (Chair of the Board of the Faculty of Social Sciences), Professor J Palmowski (Pro-Vice-Chancellor (Postgraduate and Transnational Education and Chair of the Board of Graduate Studies)), Professor S Swain (Pro-Vice-Chancellor (Arts and Social Sciences)), Professor P Thomas (Pro-Vice-Chancellor (People and Public Engagement)), Ms C Turhan (President of the Students' Union), Professor P Winstanley (Chair of the Board of the Faculty of Medicine), Professor L Young (Pro-Vice-Chancellor (Academic Planning and Resources)).

Apologies: Professor A Coats (Academic Vice-President (Monash-Warwick Alliance)), Professor M Freely (Chair of the Board of the Faculty of Arts), Professor T Jones (Pro-Vice-Chancellor (Science, Engineering & Medicine)), Ms G McGrattan (Director of Human Resources), Professor M Taylor (Dean of the Warwick Business School).

In Attendance: Mr J Breckon (Director of Estates), Dr G Carden (Director of Strategic Planning & Analytics) (for item 158/14-15), Ms R Drinkwater (Group Finance Director), Dr M Glover (Academic Registrar), Ms J Horsburgh (Deputy Registrar), Ms E Peak (Assistant Registrar, Governance (Assistant Secretary)), Mr I Rowley (Director of Development, Communication and External Affairs), Mr K Sloan (Registrar and Chief Operating Officer (Secretary)).

Note: *Items marked with an asterisk {\*} are classified as restricted, noting that all restricted business is confidential to members and attendees of the Steering Committee.*

147/14-15 Minutes

RESOLVED:

That the open and restricted minutes of the meeting of Senate Steering Committee held on 19 January 2015 be approved.

148/14-15 Consultation on the Proposed Counter-Terrorism and Security Bill Guidance (minute 133/14-15 refers)

REPORTED: (by the Deputy Registrar)

- (a) That the University had submitted a response to the UUK consultation on the proposed Counter-Terrorism and Security Bill guidance, noting that the response had been circulated first to the Steering Committee for its information.
- (b) That the proposed Counter Terrorism and Security Bill would be discussed at the Council Away Day on Thursday 12 February 2015.

149/14-15 Chair's Business: Dr Allyson Reed

REPORTED: (by the Vice-Chancellor and Chair)

- (a) That the University had received the very sad news that Dr Allyson Reed, Director of Corporate Relations, had died suddenly on Monday 19 January, noting that this had come as a profound shock.
- (b) That Allyson's funeral had been held on Monday 2 February and a number of colleagues had attended to represent the University.
- (c) That the University's thoughts were with her husband John and her two children.
- (d) That a book of condolence would shortly be available in the Chaplaincy for anyone wishing to add a message, and that donations in memory of Allyson could be made to Sobell House Hospice online at:  
<http://www.sobellhospicecharity.org.uk>.
- (e) That as an interim, Kate Hughes would provide leadership of the Corporate Relations team, picking up all of Allyson's line reports, noting that Kate would have the role title of 'Partnerships Director (External Affairs)' in recognition of the increasing collaboration with other sections of the office.

RESOLVED:

That the condolences of the Steering Committee be extended to the family of Dr Allyson Reed.

150/14-15 \*Chair's Business: California Update

REPORTED: (by the Vice-Chancellor and Chair)

That the proposal to establish academic and student activity and presence in California had been discussed by the Senate on 28 January 2015 and would be further discussed by the Council at its meeting on 11 February 2015.

151/14-15 Chair's Business: UCU Ballot Update

REPORTED: (by the Vice-Chancellor and Chair)

- (a) That UCU members had voted to support the revised joint employer/UCU proposal for reform of USS, and the proposed marking and assessment boycott had therefore been called off.
- (b) That regular communications would be made with all members of the USS pension scheme and those who were eligible to join, over the coming months.
- (c) That the statutory consultation period was expected to take place from mid-March and that a meeting of the Assembly would be held in April 2015.

152/14-15 Chair's Business: Alan Turing Institute for Data Science

REPORTED: (by the Vice-Chancellor and Chair)

- (a) That the new £42 million world-class Research Institute would work with Warwick in a joint venture partnership, alongside four other respected UK universities (Oxford, Cambridge, Edinburgh and UCL), to focus on new ways of working with Big Data.
- (b) That the Institute would bring together leaders in advanced mathematics and computing science from the five lead universities and other partners.
- (c) That the Institute's work was expected to encompass a wide range of scientific disciplines and be relevant to a wide range of business sectors, noting that this would open up other opportunities.

153/14-15 Chair's Business: Synthetic Biology Centre

REPORTED: (by the Vice-Chancellor and Chair)

- (a) That on Thursday, 29 January 2015, Vince Cable, the Secretary of State for Business, Innovation and Skills, had announced that researchers at the Warwick Integrative Synthetic Biology centre (WISB) had been awarded a five-year £12 million award to create a new Centre to develop advanced technologies in synthetic biology.
- (b) That this research would help drive advances in pharmaceuticals, high-value and commodity chemicals, innovative treatments for disease, environmental bioremediation, and food security, noting that it would also play a major role in helping achieve a much better understanding of some of the key principles underpinning living systems.
- (c) That WISB would bring together researchers from across the University in disciplines including Life Sciences, Engineering, Chemistry, Computer Science, Education, and Law.

154/14-15 Chair's Business: Grant from the Bill and Melinda Gates Foundation

REPORTED: (by the Vice-Chancellor and Chair)

- (a) That Warwick had been awarded a grant from the Bill and Melinda Gates Foundation of over £5 million to be a part of the global effort to reduce the burden of infectious diseases amongst the poorest billion in the world, noting that the focus of the grant would be on neglected tropical diseases (NTDs), a diverse group of infections which thrive mainly among the poorest populations.
- (b) That this was a large and unique international effort, with teams across the UK, USA and Australia.
- (c) That Dr Deirdre Hollingsworth was leading the consortium from the School of Life Sciences and the Mathematics Institute.

155/14-15 Chair's Business: Research Support Services - Evolving Structures and New Title

REPORTED: (by the Vice-Chancellor and Chair)

- (a) That Research Support Services was being re-structured to better support the University's ambitions across research and impact, with existing structures and processes being reviewed and re-configured.
- (b) That as part of this process, four new teams had been created under the Directorship of Ms Catherine Cochrane, with Mrs Jane Prewett remaining Deputy Director:
  - (i) Research Strategy & Development: headed by Ms Nikki Muckle;
  - (ii) Research Support & Contracts: headed by Dr Navdeep Bains;
  - (iii) Research Impact & Innovation: headed by Dr Mark Bobe;
  - (iv) Research Systems & Management Information: headed by Mr. Tom Evans.
- (c) That the practitioner teams that would sit within each of these functional areas were now being formed, noting that during the interim period, contact details would remain unchanged.
- (d) That effective from February 2015, Research Support Services would be re-named 'Research & Impact Services' to more accurately reflect the range of functions that would be delivered by the Department and the closer working links that were being established across Research & Impact Services, Warwick Ventures Ltd. and Corporate Relations, to provide more integrated support to academics and Departments.

156/14-15 Update on Process to Recruit the Next Vice-Chancellor and President

REPORTED: (Registrar and Chief Operating Officer)

- (a) That the global executive search consultants Perrett Laver had been appointed to support the University with recruiting the next Vice-Chancellor and President.
- (b) That the whole process would be very much University-led, and that a broad-based selection committee would be established set up solely for this purpose.

157/14-15 Funding for Higher Education in England for 2015-16: HEFCE Grant Letter from BIS

RECEIVED:

A paper briefing the Steering Committee on the grant letter received by the HEFCE from BIS, setting out the Government funding and priorities for the HEFCE and for higher education for the 2015-16 financial year (SC.75/14-15).

REPORTED: (by the Group Finance Director)

- (a) That the letter confirmed a level of funding of just over £4 billion (essentially unchanged from the indicative allocations announced in February 2014), representing a slight reduction on 2014-15, but noting that BIS had commented that combined with fee income, this was expected to increase the total funding for the sector from £11.1 billion to £12.1 billion.

- (b) That this funding included an increase in capital funding of £163 million compared to 2014-15 (a £146 million increase in teaching capital and a £17 million rise in research capital).
- (c) That the letter noted BIS's requirement for HEFCE to develop arrangements to provide increased transparency which can highlight that large-scale facilities and expensive research equipment are run on collaborative and professional arrangements, which could indicate further future capital cuts.
- (d) That teaching funding priorities remained the same, with the HEFCE being asked to continue to protect, as far as possible, funding for high cost subjects, widening participation, and small specialist institutions.
- (e) That a further one-off £50 million would be invested in 2015-16 to support postgraduate students by making available 10,000 scholarships of £10,000 targeting students who wished to undertake a one year full-time (pro-rate for part-time) Master's degree and who faced the greatest financial barriers to their progression.
- (f) That BIS's desire for HEFCE to "continue selectively to fund world-leading and internationally excellent research wherever it is found, to provide selective support for the next generation of researchers, and to recognise research funding leveraged from external sources such as the charitable and business sectors" was noted.
- (g) That the letter reinforced HEFCE's role as the sector's lead regulator, with further powers being transferred to the HEFCE, including, "the administration and processes for degree awarding powers, university and university college title, designation as institutions eligible to receive HEFCE funding, and transfers from the FE to the HE sector", it being noted that the transition arrangements for such powers was as yet unclear.
- (h) That the letter noted the lack of diversity among senior leadership in higher education, with BIS asking HEFCE to help improve diversity in the sector.
- (i) That in contrast to previous years, the letter did not provide an indication of funding levels beyond the 2015-16 financial year.
- (j) That the University should consider preparing capital projects for potential funding in advance of any calls for proposals, as it would be anticipated that timescales for response would be short.

(by the Registrar and Chief Operating Officer)

- (k) That the letter was more directive in tone and set out more expectations than previous years' letters.
- (l) That he would circulate the HEFCE Business Plan 2015-2020 to the members of the Steering Committee, which had been launched on 5 February 2015.

RESOLVED:

That the HEFCE grant letter from BIS be noted as set out in paper SC.75/14-15.

## RECEIVED:

A paper noting the key points on the Academic Statistics Yearbook for 2014/15 and the draft KPIs being presented to the Council, along with a copy of the University's Academic Statistics Yearbook for 2014/15 (SC.76/14-15).

## REPORTED: (by the Director of Strategic Planning and Analytics)

- (a) That in relation to the Academic Statistics Yearbook for 2014/15:
- (i) That links to the University Strategy had been highlighted in the introduction to each chapter, and that the intention was to further revise the Yearbook for 2015/16 in line with the strategy.
  - (ii) That HESA Performance Indicators had been included in the Yearbook where appropriate to show benchmarked performance in key areas.
  - (iii) That the Yearbook included the results of REF 2014 in Chapter 5.
  - (iv) That the Yearbook should be read in conjunction with the draft KPIs being presented at the meeting of the Council on 11 February 2015.
- (b) That in relation to the draft KPIs being presented to the Council on 11 February 2015:
- (i) That these were the first version of the full set of high level KPIs and that it was important to view them in the context of the broader set of analytics available to the University.
  - (ii) That the KPIs had been developed in consultation with colleagues across the University, and that ongoing discussion was required on target setting, noting that for some KPIs measuring the trajectory might be more appropriate than setting a target.
  - (iii) That the KPIs had been developed on the principles of ensuring the data was transparent, that it was possible to identify the trajectory of the data and that the KPIs were benchmarked where possible.
  - (iv) That he would welcome the Steering Committee's opinions on which of the KPIs they viewed as most important.

## (by the Registrar and Chief Operating Officer)

- (c) That target setting was important for the Council to enable proposals to the Council to be considered in the context of how the proposals facilitated the achievement of those targets.
- (d) That it would be helpful for the Director of Strategic Planning and Analytics to identify one KPI under each of the goals for the Council to follow, noting that the number of KPIs may be a matter of debate at the Council and academic members of Steering who are also members of Council should be prepared to inform the debate on areas of priority.

(by the Pro-Vice-Chancellor (People and Public Engagement))

- (e) That she was concerned about the accuracy of the data in relation to Goal Five - Social, Community and Cultural Engagement, noting that the data had been sourced from the Higher Education Business and Community Interaction (HE-BCI) Survey and that definitional changes may have impacted the comparability of the data.

(by the Deputy Registrar)

- (f) That a substantial amount of work had been undertaken to reduce the number of KPIs from the previous year.

RESOLVED:

- (a) That the Director of Strategic Planning and Analytics be asked to:
  - (i) Identify one lead KPI under each of the goals in the event such information would be helpful to the Council.
  - (ii) Establish whether the data from the HE-BCI Survey was accurate and complete.
  - (iii) Include additional clarifications in the draft KPIs to identify where data has been based on different parameters, noting, for example, where definitional changes have occurred and including a simple measure (e.g. a traffic light code), to indicate the quality of the data.
  - (iv) Meet with colleagues as appropriate to discuss the KPIs relevant to their individual areas and identify appropriate targets for further review.
- (b) That the paper SC.76/14-15 and the Academic Statistics Yearbook be noted.

159/14-15 HEFCE Consultation on Data Publication Thresholds and Aggregation on Unistats

CONSIDERED:

A paper detailing the University's draft response to the HEFCE consultation on data publication thresholds and aggregation on Unistats (SC.77/14-15).

RESOLVED:

That the response to the HEFCE consultation on data publication thresholds and aggregation on Unistats be approved for submission to the HEFCE by 13 February, as set out in paper SC.77/14/15.

160/14-15 25th Varsity Championship

REPORTED: (by the President of the Students' Union)

That the University had won the 25<sup>th</sup> Varsity Championship between Warwick and Coventry University, noting the success of the opening and closing games and thanking all who had been involved.

RESOLVED:

That the Committee's warm congratulations be extended to the students on this achievement in the 25<sup>th</sup> year of the competition.

161/14-15 Universities UK Analytical Briefing A-2015-01 REF 2014 Outcomes

RECEIVED:

The Universities UK analytical briefing, outlining the main findings from an initial analysis of the outcomes from the Research Excellence Framework (REF) 2014, examining REF performance at the UK level as well as across geographies, institutions and research disciplines. (SC.78/14-15).

162/14-15 HEFCE Annual Monitoring Statement Query on 2014/15 CIF2 Spend

RECEIVED:

A paper detailing the current Capital Investment Funding Phase 2 (CIF2) 2014/15 spend position as reported to the HEFCE on 4 February 2015 on the approval of the Registrar and Group Finance Director, following a query from the HEFCE regarding 2014/15 CIF2 spend as reported in the Annual Monitoring Statement (SC.79/14-15)

163/14-15 The Future of Quality Assessment in Higher Education: Discussion Document

RECEIVED:

A discussion document published by the Quality Assessment Review Steering Group on 15 January 2015, exploring the deep and critical questions and issues that will shape quality assessment arrangements looking forward to 2025 (SC.80/14-15), noting that a proposed response to the discussion document will be presented to the Committee for approval before the submission deadline of 27 February 2015.

164/14-15 HEFCE Evidence and Input to the 2014 Government Consultations on the Science and Innovation Strategy and Science Capital Roadmap

RECEIVED:

The publication of two government consultations by the HEFCE; the Science and Innovation Strategy and the Science Capital Roadmap, noting that the submissions and supporting evidence are available online at <http://www.hefce.ac.uk/news/newsarchive/2015/news98774.html>

165/14-15 HEFCE Case Studies: How University Income is Spent: Information for Students

RECEIVED:

The publication of good practice case studies by the HEFCE of institutions presenting their financial information in ways that are accessible to students, following the HEFCE circular letter and reports in March 2014 on presenting income and expenditure to students to encourage greater transparency about how institutions spend their income (Steering minute 76/14-15 refers), noting that the case studies are available online at <http://www.hefce.ac.uk/news/newsarchive/2015/news99770.html>

As at 12 February 2015