

THE UNIVERSITY OF WARWICK

Minutes of the meeting of the Steering Committee held on 22 July 2013

- Present: Vice-Chancellor,  
Professor A Caesar,  
Professor Christopher Hughes,  
Professor J Labbe,  
Mr N Swain,  
Professor M Taylor,  
Professor L Young.
- Apologies: Deputy-Vice-Chancellor, Registrar and Chief Operating Officer, Professor S Croft,  
Professor Christina Hughes, Professor T Jones, Professor J Palmowski, Professor S Swain, Professor P Thomas, Professor P Winstanley.
- In Attendance: Deputy Registrar, Academic Registrar, Group Finance Director, Director of Development and External Affairs, Director of Estates, Executive Officer (Vice-Chancellor's Office), Administrative Officer (Governance), Welfare and Campaigns Officer (Students' Union), Senior Assistant Registrar (Space Management and Timetabling) (for item 411/12-13), Director of Strategic Planning and Analytics (for item 412/12-13), Director of Fundraising (for item 413/12-13), Director of Delivery Assurance (for item 414/12-13).

NOTE: The Vice Chancellor welcomed Mr B Sundell, in attendance prior to joining the Steering Committee formally in his capacity of President of the Students' Union for the 2013-14 academic year.

406/12-13 Minutes

RESOLVED:

That the minutes of the meeting held on 8 July 2013 be approved.

407/12-13 Summer Degree Congregations

REPORTED: (by the Vice-Chancellor)

That the Summer Degree Congregations which took place from 15 – 20 July 2013 had been exceptionally successful events.

RESOLVED:

That all staff involved in assisting with the events and in ensuring that the campus was at its best throughout the week, be thanked for their contribution.

408/12-13 Kennedy Scholarships

REPORTED: (by the Vice-Chancellor)

- (a) That two Warwick graduates had been successful in being awarded Kennedy scholarships issued by The Kennedy Memorial Trust to study at Harvard and MIT.
- (b) That Oliver Newth and Jennifer Quigley-Jones were 2 of 11 British students selected for the award, which can be used to fund a wide variety of programmes at MIT and across all the graduate schools within Harvard.
- (c) That Oliver Newth, who took a Civil Engineering undergraduate degree at Warwick, would be studying a Master's course in High Performance Structures at MIT, and that Jennifer Quigley Jones would be completing her Master's degree in Regional Studies with a Middle East concentration at Harvard.

RESOLVED:

That the congratulations of the Committee be extended to the students.

409/12-13

Dux Awards Visits

REPORTED: (by the Vice-Chancellor)

- (a) That the University's Widening Participation Team and IGGY hosted the prestigious Dux Awards visit on 11 July 2013.
- (b) That the Dux Awards scheme, which was launched in 2012, is a joint initiative organised by the Department for Education and the Russell Group to reward each top-achieving Year 9 pupil from every state school in the country, with selected pupils from 858 participating state schools given the opportunity to visit a Russell Group University and access free annual membership of IGGY.
- (c) That the 2013 event was the most successful yet with 80 Year 9 pupils and their teachers attending from 40 secondary schools from across the country.
- (d) That as a follow-up to the event, Warwick had offered its continued support to these schools, and that staff who attended had expressed a keen interest continuing to engage with the University's future outreach activity.

410/12-13

Teach First Summer Institute 2013

REPORTED: (by the Vice-Chancellor)

- (a) That Teach First, the education charity, working to ensure that all children have an excellent education regardless of background, would be returning to Warwick from Saturday 20 July to Friday 2 August 2013 for its annual Summer Institute.
- (b) That almost 1,500 delegates would be on campus, with numbers increasing to over 2,500 for the second week of the event, when some of 2012's participants would be attending.

411/12-13

Capital Developments and Space Management

RECEIVED:

An update on key issues and risks relating to capital developments and space management (SC.242/12-13).

REPORTED: (by the Senior Assistant Registrar, Space Management and Timetabling)

- (a) That the prioritization and decision-making processes for capital developments and refurbishments would be reviewed in order to maximize efficiency, noting that active management was required to mitigate the institutional risk F2: "Imbalance in supply and demand of infrastructure hampers University growth and achievement of goals", and to maintain the current standards of the University's estate.
- (b) That the development and design of the National Automotive Innovation Campus (NAIC) facility was progressing into RIBA (Royal Institute of British Architects) Stage C which would determine the building footprint and internal layout; and that at its meeting on 4 June 2013, the Building Committee had approved the site of the NAIC facility and recorded its support for the broad design principles of the building.
- (c) That the Building Committee had raised concerns regarding the impact of NAIC on car parking and traffic flows, and an interim meeting of the Building Committee had been

scheduled for 14 August 2013 to discuss the University's car parking strategy in the context of this development.

- (d) That the enabling works of phase 3B of the Warwick Business School (WBS) development, which commenced in January 2013, was likely to be delayed by approximately one month with a revised completion date of 27 September 2013; and that WBS and Space Management were working with the Arts Centre in order to investigate the possibility of utilizing the Cinema as an alternative space should teaching be impacted by the delay.
- (e) That the Annual Accommodation Round (AAR) for 2013 had been completed, noting that the recent recruitment of academic staff and increased research activity had placed additional pressure on space allocation.
- (f) That there had been a significant number of responses from Heads of Departments regarding the impact of the AAR outcomes on their department, and that Space Management was working with the Faculty Chairs in order to address concerns and provide context to the allocation decisions.
- (g) That Strategic Planning and Analytics had developed a set of Space Dashboards which would allow members of the Capital Planning and Accommodation Review Group (CPARG) and Heads of Departments to consider space metrics for groupings of academic departments and to compare occupation data.
- (h) That the annual space inventory would be replaced by 'Q2', a web-based interface to the Estate Management database QuEMIS, which would enable departments to access and update details on the categorization and occupation of space within their specific allocations, hence ensuring that the information upon which space allocation decisions were based was accurate and up-to-date.
- (i) That the Financial Planning Sub-Committee had approved an increased budget from £92,000p.a. to £500,000p.a. in order to support the delivery of a rolling programme of refurbishment and upgrading of teaching spaces.
- (j) That the Space Management Team would liaise with teaching staff, colleagues in departments including Teaching Quality, IATL and ITS, and with other HEIs, to determine how best the remodelling of the Central Teaching Timetable and the refurbishment of teaching rooms could support innovative teaching practices.
- (k) That where plans existed for new buildings, interim measures would be put in place to ensure access to high quality facilities in the existing accommodation; including portable equipment which could support innovative teaching methods in current spaces and be moved easily to new buildings.

(by the Group Finance Director)

- (l) That at its meeting on 24 June 2013, the Finance and General Purposes Committee (FGPC) resolved that a scheme of delegations over the summer period be approved to a special sub-group, to be comprised of: the Vice-Chancellor and President, the Pro-Chancellor, the Treasurer, an academic member of FGPC, a lay member of the Council, the Registrar and Chief Operating Officer (or nominee), the Group Finance Director, the Chair of the Building Committee and the Pro-Vice-Chancellor for Research (Life Sciences and Medicine) and Capital Development, to ensure that important projects such as NAIC could be advanced over the summer period.
- (m) That the readiness of capital development and refurbishment projects to commence could impact on the order of priority for works to be carried out.

(by the Pro-Vice-Chancellor for Research (Life Sciences and Medicine) and Capital Development)

- (n) That it was important to have a framework for prioritisation in place to achieve an appropriate balance between capital developments and refurbishment projects, and to ensure that large-scale projects would not be delayed by works of lesser strategic significance.

(by the Vice-Chancellor)

- (p) That a prioritisation framework was in existence, but that review was timely, noting that the significant increase in the number of projects against a reduction in funding had hindered its implementation in recent capital planning rounds.

412/12-13

HESA Performance Indicators 2013: Employment and Research

CONSIDERED:

A paper outlining the key outcomes for the University of the second tranche of the Performance Indicators, as published by the Higher Education Statistics Agency (HESA) in 4 July 2013 (SC.251/12-13).

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

- (a) That the University had seen a significant improvement in its performance in the Employment indicator, ranking 7<sup>th</sup> in the Russell Group and 65<sup>th</sup> in the UK, reflective of a number of positive actions taken by the University to address performance in this measure.
- (b) That the University's performance in the Research indicator had seen a year-on-year improvement in terms of PhDs awarded relative to staff costs.
- (c) That although Warwick had fallen to 3<sup>rd</sup> place for research grants and contracts per Funding Council research allocation, it had maintained its ranking in 4<sup>th</sup> position for research grants and contracts per academic staff costs; highlighting the University's continued efficiency in managing performance in this area.

(by the Chair of the Graduate School)

- (d) That not all departments recognised the importance of the completion of PhD programmes within four years to the University's performance in the Research indicator, and that there was potential for this to improve further if it was better communicated to departments.

RESOLVED:

That the Director of Strategic Planning and Analytics would compile a report on PhD completion times by department for consideration at a future meeting.

413/12-13

Development and Alumni Relations Annual Report

CONSIDERED:

A paper updating the Committee on the progress of the 50 Forward campaign and on strategic developments in fundraising (SC.243/12-13).

REPORTED: (by the Director of Fundraising)

- (a) That the 50 Forward campaign had raised £41.4million to date, and with an annual philanthropic income of more than £7million in each of the previous financial years, it was likely that the Campaign target of reaching £50million by 2015 would be achieved.
- (b) That a strategy to heighten the University's profile in Singapore to provide a platform for fundraising had been successfully implemented, with a Friends of Warwick charitable trust in the development stages, and the organisation of a series of prominent events in Singapore hosted and attended by Warwick colleagues, including the Chancellor, Sir Richard Lambert.

(by the Director of Development and External Affairs)

- (c) That the Pro-Vice-Chancellor for Research (Arts and Social Sciences) and Development and the Director of Development and External Relations had convened a commission to explore how the University might achieve an even more ambitious approach to philanthropic fundraising in the 2015-2025 strategic period, and that the recommendations of the commission would be shared with the Steering Committee in the first instance, prior to wider circulation in Autumn 2013.

(by the Group Finance Director)

- (d) That it would be useful for philanthropic income to be measured against expenditure on relationship-building activities in order to determine where the University should focus its fundraising efforts, noting that the Development and Alumni Relations Office was currently at capacity for international work.

RESOLVED:

That future reports on Development activity would include comparative data from competitor institutions where possible, to enable the Committee to measure the University's performance in this area in a sector-wide context.

414/12-13

Revision to Regulation 23 Governing Student Disciplinary Offences

CONSIDERED:

Proposals for further substantive revisions to Regulation 23 governing student disciplinary offences, following the major revisions presented to the Senate on 12 June 2013 and 3 July 2013 (S.52/12-13, Revised 2).

REPORTED: (by the Director of Delivery Assurance)

- (a) That at its meeting of 3 July 2013, the Senate considered a re-drafted Regulation 23 on Student Disciplinary Regulations and recommended that authority be delegated to the Steering Committee to review outstanding issues of principle raised by representatives of the Students' Union and to direct progress on the revised draft on behalf of the Senate in order for appropriate approvals to be secured by the start of the academic year 2013/14.
- (b) That at a positive meeting between representatives of the University and representatives of the Students' Union held on 16 July 2013, agreement was reached on two further amendments to Regulation 23.

(by the President of the Students' Union)

- (c) That the student representatives welcomed the proposed amendments, noting that they would create a more professional environment for students under investigation for disciplinary offences.

RECOMMENDED (to the Council on behalf of the Senate):

That the revised Regulation 23 be approved as set out in paper S.52/12-13 (Revised 2), to take effect from the start of the 2013 Autumn Term, noting that the associated Guidance would be developed over the summer and presented to the Steering Committee for approval in early Autumn 2013.

415/12-13 Report from the Fees Working Group

CONSIDERED

A paper outlining the recommendations for additional non-standard fees for 2014/15, as proposed by the Fees Working Group at its meeting on 11 July 2013 (SC.253/12-13).

REPORTED: (by the Academic Registrar)

- (a) That the fees for the Monash-Warwick Joint PhD as outlined in the paper, referred to those applicable for non-Australian and non-EU students in the 2014 calendar year, and were proposed to reflect fees set by Monash, noting that Monash was required to follow fee guidelines established by the Australian government.
- (b) That it was anticipated that Warwick's proposed fee waivers for qualifying students would mitigate the impact of the high fee level to some extent, but that uptake of the programme would be closely monitored to inform future fee schedules.

(by the President of the Students' Union)

- (c) That the Students' Union had requested greater student input in to the Fees Working Group from the 2013/14 academic year.

RESOLVED:

That the 2014/15 fees for the Monash-Warwick Joint PhD and the part-time MSc in Food and Environmental Safety be approved as set out in paper SC.253/12-13.

416/12-13 Postgraduate Support Scheme: Invitation to submit proposals for funding for pilot projects to stimulate taught postgraduate education

CONSIDERED:

A letter from HEFCE inviting HEIs to submit funding proposals for pilot projects that will test options for finance and activity, aimed at stimulating progression into postgraduate taught education amongst currently under-represented groups (SC.244/12-13).

REPORTED: (by the Academic Registrar)

- (a) That the University was part of a joint bid being coordinated by the University of Sheffield, which also included the Universities of Newcastle, York, Manchester and Leeds.
- (b) That the Pro-Vice-Chancellor for Education (Innovation, Employability and Widening Participation) was leading on Warwick's strand of the bid, focussing on the academic offer of a series of postgraduate certificates aimed at aiding progression through postgraduate-level study.

(by the Chair of the Graduate School)

- (c) That the University of Sheffield was liaising with the Yorkshire Building Society with a view to setting up a specialist loan for students on the programmes, and that there was potential for other institutions in the group to establish similar arrangements with their local building societies.

RESOLVED:

That the Pro-Vice-Chancellor for Education (Innovation, Employability and Widening Participation) be asked to approach the Coventry Building Society regarding the potential development of a specialist loan similar to that likely to be offered by the Yorkshire Building Society.

417/12-13 Response to Charity Commission Consultation

RECEIVED:

The University's response to a consultation issued by the Charity Commission, in relation to proposed changes to the content of the 2014 annual return and the information displayed on the register of charities (SC.245/12-13).

418/12-13 Thanks to Departing Committee Members

RESOLVED:

That the gratitude of the Steering Committee be recorded to Professor K Lamberts, Professor J Labbe and Mr N Swain for their service to the University and to the Committee and that best wishes be conveyed for their future careers.