

UNIVERSITY OF WARWICK

SENATE

Minutes of the meeting held on Wednesday, 15 March 2017

- Present: Vice-Chancellor (in the Chair), , Professor D Branch, Dr D Britnell, Professor A Clarke, Professor A Cooley, Ms S Crookes, Professor C Ennew, Dr R Freeman, Professor S Gilson, Professor R Goodwin, Professor L Gracia, Mr R Green, Professor F Griffiths, Dr G Hartshorne, Professor C Hughes, Professor S Jacka, Professor D Leadley, Professor G Lindsay, Professor A Lockett, Professor J Palmowski, Mr L Pilot, Professor L Roberts, Professor P Roberts, Professor K Seers, Dr N Shiers, Professor M Shipman, Professor J Smith, Professor J Solomos, Professor C Sparrow, Professor H Spencer-Oatey, Professor S Swain, Professor P Thomas, Dr N Whybrow, Ms H Worsdale, Professor L Young
- Apologies: Professor M Balasubramanian, Professor S Bruzzi, Professor C Davis, Professor A Dowd, Professor M Freely, Professor L Green, Mrs K Hughes, Professor S Kumar, Professor J Millar, Professor M Nudds, Professor A Reeve, Dr T van Rens
- In attendance: Academic Registrar, Administrative Officer (Academic Registrar's Office), Deputy Academic Registrar, Director of Strategy, Group Finance Director, Registrar, Secretary to Council, Mrs D Chambers (for item 1 only), Dr E Hough (for item 1 only)

61/16-17 *Understanding Warwick's Market Position

CONSIDERED:

A paper and oral report from Professor Jan Palmowski (Academic Vice-President) examining Warwick's market position with respect to the recruitment of students intended to support the development of a student number strategy, (S.43.16-17 (revised) {restricted}).

REPORTED:

- (a) That whilst the University had in recent years successfully attracted increasing numbers of students, this growth had been slower than at key competitor institutions and it had not protected quality as successfully as some other institutions;
- (b) That the University's subject portfolio did not feature any high market share and high volume subjects;
- (c) That it was noteworthy that the Universities of Nottingham and Birmingham had replaced UCL and LSE in the group of Warwick's top six competitors for applicants;
- (d) That the pool of high tariff UK A-level students would be reduced for a period, due to changing demographics, so the contribution of the international market to student recruitment would become increasingly important;

- (e) That there had been a decline in numbers of home postgraduate taught students, masked by the strong performance of a small number of subject areas;
- (f) That in terms of international markets, the University's greatest growth had come from Europe and China, with patterns varying by level of study, however at postgraduate taught level, recruitment was highly dependent on China.
- (g) That the University needed to act strategically, for instance by investing in greater numbers of international scholarships;
- (h) In response to a query by Professor Jeremy Smith as to whether the intention of the University was to increase its student numbers, that the University needed to develop the necessary resilience to manage the anticipated decline in the number of high tariff A-level students and to achieve growth with an increase in tariff points, noting that lessons might be learned from the recent performance of the Universities of Exeter and Durham;
- (i) In response to a question from Professor Alison Cooley, that no modelling on the change in fee status of students from the EU had yet been performed, as the situation remained uncertain;
- (j) In response to an observation from Professor Andrew Lockett that the University was insufficiently demand focussed, that it had pursued a more opportunistic approach but that SROAS was now engaged in greater planning driven by markets' economics prospects and by the depth of the available field of potential applicants;
- (k) An observation by Professor Saul Jacka, that postgraduate research scholarships were an effective recruitment tool and that greater flexibility for departments to use funds for this purpose would be welcomed;
- (l) In response to observations by Professor Saul Jacka, that offers were made on the basis of predicted A-level performance, or equivalent, not tariff scores, noting that these were not a good proxy for student quality and that whilst the University had invested more in doctoral scholarships than ever before, these were not as flexible as colleagues would like as significant fee discounting required negotiation with all affected departments and it was not always feasible to drive agreement;
- (m) An observation from Professor Pam Thomas, that whilst she was supportive of greater investment in research studentships these should be aligned with the research strategy of academic departments and the University had not historically invested to achieve maximum institutional impact;
- (n) A recommendation from Dr Nat Shiers that the University should give appropriate consideration to the quality of the student experience, which could be adversely impacted by any further increase in student numbers;
- (o) Comments from Professor Lawrence Young noting that a productive partnership had been formed with SUSTech to admit a small number of Chinese students in one department and that this type of agreement could be rolled-out more widely if the University were better placed to make decisions about its strategic partners;

- (p) Observations from Professor Chris Hughes, that the University needed to articulate more clearly the strength and identity of its academic disciplines, taking opportunities to develop more interdisciplinary degrees meeting emerging demand and offering intellectual challenge to teaching staff;
- (q) An observation from Mrs Delyth Chambers, that it was important that the University developed a greater awareness of trend data, enabling it to take a more strategic approach to diversifying its education portfolio to develop new degree programmes likely to meet market demand.

62/16-17 Minutes

RESOLVED:

That the minutes of the meetings of the Senate held on 1 February 2017 be approved, subject to the review of minute 31/16-17 (x) to reflect an undertaking that the University would explore further options open to it and to include within minute 42/16-17 observations made by Professor Pam Thomas on research strategy.

RECEIVED:

The minutes of the joint meeting of the Council and the Senate held on 17 November 2016, previously approved by the Vice-Chancellor on behalf of the Senate.

63/16-17 Matters Arising on the Minutes

CONSIDERED:

- (a) A revised draft of the Standing Orders for the Senate, paper S.36/16-27 (revised).

REPORTED:

That business from the Assembly was covered by section 7.(a) on the Introduction of Business to the Senate.

RESOLVED:

That the revised Standing Orders be approved with immediate effect.

RECEIVED:

- (b) A paper from the Secretary reporting back on matters arising from the meeting of the Senate held on 1 February 2017 (S.44/16-17).

RESOLVED:

That paper S.28/16-17 be approved.

64/16-17 Chair's Business: Department of English

REPORTED:

That the congratulations of the Senate be extended to the Department of English on its recent success in the QS World Rankings in which it had been placed in the top 25 departments in the world.

65/16-17 Chair's Business: 'Paris campus'

REPORTED:

That inaccurate reports that Warwick was planning a campus in Paris had been based upon an extrapolation from an expression of interest in exploring European campuses in a post-Brexit world.

66/16-17 Chair's Business: HE and Research Bill

REPORTED:

That at a recent UUK event, Higher Education Minister Jo Johnson had made a concession relating to institutional autonomy and that it was believed that this had led to UUK encouraging peers not to block the HE & Research Bill.

67/16-17 Registrar's Business: HESA Consultation on DLHE

REPORTED:

That HESA had launched its second and final consultation on the DLHE, closing on 7 April; noting that it sought to link that it would link with LEO data and was intended to be conducted in future some fifteen, rather than six, months post-graduation, which was felt likely to have a beneficial impact upon the destinations of Warwick students.

68/16-17 Registrar's Business: Sexual Violence

REPORTED:

That the University was committed to tackling sexual violence on campus; that it had been working alongside the Coventry Rape and Sexual Abuse Centre and had been successful in a HEFCE Catalyst Funding bid entitled 'Student Safeguarding on Campus' to support the initiative.

69/16-17 Registrar's Business: Warwick Arts Centre

REPORTED:

That 'Arts Centre 2020' was a programme to refurbish and extend the Warwick Arts Centre, as the building now required extensive maintenance work, as well as extension. The development of the project coincided with the Coventry City of Culture bid and it was also hoped to leverage funding from bodies such as the Local Enterprise Partnership and the Arts Council. A consultation on new designs, as well as temporary structures would be led by the Programme Manager, Andrea Pulford.

RECEIVED:

An oral report from the Provost and Registrar on developments in California.

REPORTED:

- (a) That three research-led visits to the US would take place over the coming months: colleagues would travel to California in order to develop collaborations in the area of healthcare improvement; colleagues from the Cyber Security research theme would attend a research-focused event with a US defence company and academics from CEDAR would meet with colleagues from the MIND Institute at University California Davis to discuss possible collaborative work;
- (b) An intervention by Professor Geoff Lindsay, that in preparation for the CEDAR bid, links had been made with California State University and the American Speech-Language-Hearing Association, as they were strong research institutions which provided an interface between policy and practice;
- (c) That further research group visits were planned, and that a pipeline of activity had been developed, designed to be multi-faceted in order to optimise impact;
- (d) That four applications to the UWiC strand of the IAS' Visiting Fellowship scheme had been received and would be reviewed in the coming weeks;
- (e) That desk research into academic contracts required to ensure eligibility for US research funding and the wider research infrastructure required, was ongoing and that mechanisms for how research activity could inform the University Development Foundation's (UDF) fundraising planning was being explored;
- (f) That the Senate would be provided with an update on teaching models as soon as possible;
- (g) That a senior delegation from the UDF had visited the UK, and that the visit had shown the best that Warwick had to offer and was deemed to have been highly successful;
- (h) That the sale transaction of the proposed University building, 401 Oak Street, was likely to be approved on 15 March, subject to a six month escrow period;
- (i) That a high-level timetable for early main campus work had been discussed, and that a concept would be developed ready for an architectural competition in 2018;
- (j) That an action plan for fundraising was under development;
- (k) That the funding requirements to establish and operate the Graduate School that had been approved by the Council had been shared with the UDF, and that work had commenced to draft a funding agreement between University and UDF;

- (l) That following the Council's approval of the Articles of Incorporation and Bylaws for the UWIC, work was now underway to start to identify potential trustees who would bring a strong understanding of the Warwick ethos and include individuals from the US with the correct experience and stature to be helpful in launching the new university.

71/16-17 Institutional Teaching and Learning Review

RECEIVED:

An oral report from the Pro-Vice-Chancellor (Education) on the Faculty Engagements phase of the Institutional Teaching and Learning Review.

REPORTED:

- (a) That Faculty Engagements had been taking place, and that these were an opportunity to share good practice and to consider quality enhancement thematically, and would feed back into departments and the University's planning round;
- (b) That agendas were diverse, but that there were also cross-cutting themes such as assessment and feedback, employability and personal tutoring which were common to most Engagements;
- (c) An observation from Professor Aileen Clarke, that the Faculty of Medicine Engagement has contained discussion of key areas such as Personal Tutoring and Assessment which had generated practical ideas;
- (d) Observations from Professor Mike Shipman, that the Faculty of Science Engagement had been a productive day at which good practice had been shared, with some excellent student participation and that it had been apparent that there was a clear need for investment in the area of student placements;
- (e) An observation from Professor Jan Palmowski that the growth of degrees with integrated placements had been a strong factor in the positive growth of key competitor institutions;
- (f) Observations from Professor Simon Gilson that the Faculty of Arts Engagement had included excellent discussion of joint degrees and of wellbeing, with the conclusion that a hub and spoke model of student support would be beneficial to the Faculty;
- (g) An observation from Ms Hope Worsdale that it was important to continue to communicate with students so they were aware that discussions were ongoing and the nature of changes being contemplated, what changes were in hand.
- (h) An observation from Professor Saul Jacka that student involvement in the ITLR review panels had been both impressive and valuable

72/16-17 Review of Statute 24

RECEIVED:

A paper from Professor Christine Ennew (Provost) and Gillian McGrattan (Director of Human Resources), summarising work in train relating to the review of Statute 24 (S.53/16-17).

REPORTED:

- (a) That a review of the University's governing instruments had been instigated in November 2016; that Statute 24 was part of an initial phase of work and that there had been wide consultation about proposed changes to the Statute and related Ordinances which continued;
- (b) That with the exception of the UCU, campus unions were content with the proposals and that ACAS documentation had been used as a starting point for the draft Statute;
- (c) That it was intended to further enshrine the principle of academic freedom in the Statute, noting that the relevant statement had deliberately been left open to avoid being restrictive or changing parameters;
- (d) An observation from Professor Dan Branch that colleagues in the Department of History had expressed widespread concern with respect to the proposed powers and role of Heads of Departments in the draft document;
- (e) An observation from the Provost in response to a query from Professor Andrew Lockett, that providing a definition of academic freedom was exceptionally complex, essentially conferring upon academic staff a right to voice concerns deriving from their academic expertise;
- (f) Comments from the Registrar that the University was not seeking to define academic freedom since it had no wish to curtail or restrict provisions relating to it;
- (g) An observation from Professor Saul Jacka, that there was a good working definition in place in the existing Statute and noting that there was little serious academic dispute at the University, but identifying a significant disconnect between the draft Statute and disciplinary procedures which withheld from staff the ability to appeal on academic grounds until the point of dismissal which should be available to staff at the original dismissal hearing;
- (h) Further observations from Professor Jacka that the protection for academic staff intended to be conferred by the involvement of an independent member of the Council was misplaced, since assessors of the relevance of such a defence should be drawn from the wider academic body, potentially from outside the University;
- (i) A response from the Provost to points raised by Professor Jacka noting that:
 - (i) the Statute should be able to withstand the levels of disagreement which might be anticipated from the experience of HEIs in the United States;
 - (ii) that provisions relating to academic freedom needed to apply specifically when actions could bring the University into disrepute and consequently the clause could not remain for academic staff;
 - (iii) that independent academic research was likely to be characterised by 'knowingly failing to follow procedure' and that much research, scholarship and teaching was independent in nature; and
 - (iv) that further consideration needed to be given to the definition of types of misconduct;

that she would be happy to share a further draft with colleagues and that feedback on specific points had been helpful.

- (j) Comments from Professor John Solomos that although the web summary on the issue was helpful, it would be good to be able to reassure colleagues that there remained time for them to feed their comments into the consultation;
- (k) A response from the Provost that work continued with representatives of the UCU and that a revised version of the Statute would be submitted for the further consideration of the Senate.
- (l) An observation from the Academic Registrar that the preamble was at odds with subsequent clauses with an early statement asserting the equal treatment of all staff subsequently being contradicted and needed clarification.

RESOLVED:

- (m) That an amended draft of Statute 24 be considered at a future meeting of the Senate.

73/16-17 Proposal to Rename the Centre for Professional Education

CONSIDERED:

A proposal from Ms Kate Ireland, Director of the Centre for Professional Education (CPE) for the Centre to be renamed the 'Centre for Teacher Education' (CTE), as set out in paper S.45/16-17.

REPORTED:

- (a) That the founding vision for the Centre for Professional Education had been to engage with continuing professional development activities, as well as teacher training, but that a greater focus had in fact developed on teacher training hence it was appropriate for the name of the Centre to reflect this focus.
- (b) That the name that had been initially proposed, 'Warwick Teacher Education', had not been approved by the Board of the Faculty of Social Sciences as teacher education did not occur exclusively in the Centre for Professional Education and that the Chairs of the Boards of the Faculties had subsequently taken Chair's Action to approve the name 'Centre for Teacher Education' on behalf of their Boards.

RESOLVED:

- (c) That the proposal for the Centre for Professional Education to be renamed 'Centre for Teacher Education' (CTE) be approved.
- (d) That the necessary changes to Ordinance 7 on the Constitution of the Boards of the Faculties be approved as set out in paper S.45/16-17.

74/16-17 *Report from the Steering Committee

CONSIDERED:

*Report from the Steering Committee, (S.46/16-17 {Restricted}), and its resolutions under the following headings, with an emphasis on the current institutional activity around health and safety:

- (a) *Health and Safety Update
- (b) *Understanding the University of Warwick's Market Position Past, Present and Future: Key Findings
- (c) *University Long-Term Strategy and Campus Master Plan
- (d) *Institutional Teaching and Learning Review
- (e) *Competitors at Undergraduate Level and Admissions Update
- (f) *Access Agreement Monitoring Return 2015/16
- (g) *Equality and Diversity Update
- (h) *Report from the Academic Resourcing Committee
- (i) *Report from the Campus and Commercial Services Group Executive Committee (CCSG)
- (j) *Report from Budget Steering Group to Finance and General Purposes Committee on the University's Q1 2016/17 Financial Performance
- (k) Monash-Warwick Alliance Renewed
- (l) Capital donation secured for Mathematical
- (m) Warwick Anti-Casualisation Petition Letter
- (n) City-Wide Cultural Strategy
- (o) *Academic Statistics Yearbook 2016/17 and Draft Key Performance Indicators
- (p) Times Higher Education (THE) 'Most International Universities in the World 2017: Top 150' rankings
- (q) Warwick Graduates named most sought after by top employers
- (r) Higher Education Funding Council for England (HEFCE) Board decisions on changes to QR RDP Supervision Funding (HEFCE Circular letter 24/2016)
- (s) *Report from the Fees Working Group

75/16-17 *Report from the Research Committee

CONSIDERED:

A report from the Research Committee, (S.47/16-17).

REPORTED (by the Pro-Vice-Chancellor, (Research)):

- (a) That the Research Committee had supported the establishment of the Research Impact Advisory Group, which was providing academic input into a number of impact related projects, including the capturing, evidencing and reporting of impact, the sharing of good practice in training across Departments, and the launch of the 2017/2020 Warwick Impact Fund.
- (b) That the Research Committee had agreed that the present pipeline of potential REF case studies be refined into a shorter and prioritised list, including details of overlaps across departments, to support future internal planning and investments, and to inform decisions around Unit of Assessment and Institutional level case studies.
- (c) That the Research Committee had undertaken the annual review of the GRP Programme, and had recommended that Research & Impact Services (R&IS) work with the GRPs over the coming year to ensure that they were well

positioned with regards to the evolving external funding and policy environment.

- (d) That the Research Committee had agreed that RIS should work with Departments and GRP Leads to develop a healthy pipeline of potential ISCF projects, leading to a level of readiness for future funding announcements. Further, that the Research Committee had agreed that an internal ISCF Working Group be established to share intelligence, map research strengths in the relevant areas, and help to shape potential proposals.

RESOLVED:

- (e) That the establishment of a new Category II University Research Centre, the proposed 'Centre for Mechanochemical Cell Biology', under the Directorship of Professor Rob Cross, Warwick Medical School, be approved.
- (f) That the continuation of the Research Centres, as set out in paper S.47/16-17 be approved, subject to the identified conditions.

76/16-17 *Report from the Honorary Degrees Committee

CONSIDERED:

A report from the Honorary Degrees Committee, (S.48/16-17)

REPORTED:

An observation by Professor Colin Sparrow that he welcomed improvements in communication from the Honorary Degrees Committee.

77/16-17 Awards and Distinctions

RECEIVED:

A paper setting out Awards and Distinctions conferred upon members of the University since the last meeting of the Senate held on 1 February 2017, (S.49/16-17).

RESOLVED:

That particular congratulations be extended to the Mathematics Institute on the award of a number of significant awards to staff of the Department, notably a KBE to Professor Martin Hairer and a John Todd Fellowship 2016 to Professor Christoph Ornter.

78/16-17 Academic Quality and Standards Committee

CONSIDERED:

A report from the Academic Quality and Standards Committee (S.51/16-17).

REPORTED:

That Academic Quality and Standards Committee had commissioned a review of the University's system of personal tutoring by Professor Louise Gracia, the Dean of Students'; that it would be a broad review with a wide-ranging mandate; and that

whilst there was much to do it was hoped that the momentum created by the ITLR would assist in the completion of the review.

RESOLVED:

- (a) That the proposal from the School of Engineering to revise Regulation 8.3 to reflect changes to the Degrees of BEng and MEng in Computer Systems Engineering, as set out in SUGS.26/16-17 be approved, noting that the proposal for the change to Regulation 8.3 would take immediate effect and apply to current and incoming students as of the 2016/17 Examination Boards.
- (b) That the proposals relating to the name of the Collaborative, Flexible and Distributed Learning Sub-Committee and its Terms of Reference, as set out in paper CFDLSC.30/16-17{revised} be approved.

79/16-17 Vice-Chancellor's Action

RECEIVED:

Actions undertaken by the Vice-Chancellor on behalf of the Senate since its last meeting, (S.50/16-17).

80/16-17 Student and alumni deaths

REPORTED:

That the University had been informed of the deaths of the following alumni and students since the last meeting of the Senate held on 1 February 2017:

Alumni:

Miss Alison Balchin, MA Social Studies, 1991 – 1992
Mr James Bolton, MBA, 1986 – June 1990
Mr Stephen Gallagher, BSc MORSE, 1978 – 1981
Ms Jacqueline Evans, MBA, 2003 – 2010
Mr Philip James, MA Sociology, 1976 – 1977
Mr Graham Howard, MBA, 2006 – 2011
Ms Valerie Leyland, MBA, 1985 – 1989
Mr Arnim Mittelstadt, Exchange student, 1972 – 1973
Miss Claire Morrow, BA History, 1984 – 1987
Mr Stephen Palmer, PG Dip Social Studies, 1999 – 2006
Miss Bryony St John, BA French Studies, 2008 – 2012
Mr Arun Sujang, MSc Programme and Project Management, 2013 – 2014
Mr Stephen Tyler, BSc Accounting and Financial Analysis, 1990 – 1993
Mr Peter Underwood, PG Award Social Studies, 2003 – 2004
Mr Timothy Winters, BSc Social Studies, 1969 – 1972

Students:

Mr Chafic Filfili, MBA, 2014 – present (second year student)

81/16-17 Date of the next meeting

REPORTED:

That the next meeting of the Senate would be held at 2.00pm on Wednesday 14 June 2017 in the Council Chamber, Senate House.

*** Denotes a restricted paper, confidential to members and attendees of the Senate.**

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