

UNIVERSITY OF WARWICK

Strategy Committee

Minutes of the meeting of the Strategy Committee held on 6 May 2004

Present: Vice-Chancellor (in the Chair), Mr J P Leighfield, Mr P Dodd, Professor A Easton, Professor R G Dyson, Mr R Jones, Professor J Jones, Professor M Luntley, Professor M McCrae, Professor A McFarlane, Dr I Nussey, Professor S B Palmer.

Apologies: Mr C Foy, Ms V Gooding, Ms S J Hobson, Mr I Lauder, Professor H Thomas, Professor M Whitby, Mr B Woods-Scawen.

In Attendance: Acting Registrar, Academic Registrar, Estates Director, Finance Director, Deputy Finance Director, University Secretary.

13/03-04 Minutes

RESOLVED:

That the minutes of the meeting of the Committee held on 26 February 2004 be approved.

14/03-04 University Endowment Strategy (minute 9/03-04 refers)

REPORTED: (by the Vice Chancellor)

That following satisfactory discussions between the Director of Development and Mr C Foy on the points raised on the draft Endowment Policy at the last meeting of the Committee, in particular issues relating to restricted and unrestricted funds generated from endowments and fund-raising, the University's draft Endowment Policy would be presented for consideration and approval to the next meeting of the Finance and General Purposes Committee to be held on 20 May 2004.

15/03-04 Links with Singapore

RECEIVED:

An oral report from the Vice Chancellor on the progress of discussions with the Economic Development Board of Singapore (EDB) on the potential establishment of a University of Warwick campus in Singapore and noting:

- (a) that a group of academic and administrative staff and Mr C Foy would be visiting Singapore between 19 and 23 May to take forward discussions with EDB and to consider in some depth the institutional and professional issues arising from the proposal.
- (b) that, in the light of further work to be undertaken after the visit to Singapore during the course of the summer on the feasibility of the proposal, a firm recommendation and course of action would be presented to the Senate and the Council during September 2004.

RESOLVED:

That the paper, currently in preparation, outlining the proposal for the University to establish a University campus in Singapore and the progress of discussions to date be circulated to all members of the Strategy Committee for information.

16/03-04 Lambert Review

REPORTED: (by the Vice-Chancellor):

- (a) That the visit to the University on 29 April of Richard Lambert had been well attended and generated useful discussion and clarification on a number of proposals contained within the Lambert Review Report and their implementation.
- (b) That it was his intention to write to Richard Lambert in a personal capacity to present his views on an alternative model of governance for higher education institutions which might represent a more effective solution than that proposed within the Lambert Review Report.

17/03-04 University Financial Plan

RECEIVED:

A summary of the key strategic areas identified by the Council and the Strategy Committee as presented in the notes of the informal meeting of the Council held on the 3 Feb 2004.

CONSIDERED:

A report from the Finance Director on the progress of the Financial Plan Sub-Committee in developing the Financial Plan for the period 2004-2008 and setting out key areas for discussion on strategic priorities and bids for the allocation of funding (paper JCSSC.10/03-04 {circulated in advance of the meeting} and Annex 3(a) to JCSSC10/03-04 {tabled at the meeting}).

RESOLVED:

- (a) That the progress report on the development of the Financial Plan and the strategic priorities under consideration for incorporation within the Plan be noted and endorsed as set out in paper JCSSC10/03-04.
- (b) That work be undertaken to collate and present comparative data on expenditure on administrative and central services across the higher education sector, in those areas where this information is available, in order that some benchmarking of these activities could be presented in future financial planning rounds.
- (c) That it be noted that projected surpluses in the early years of the draft Financial Plan were not substantial and that further bids for additional funding were anticipated, including a bid from E&G/Academic Resourcing Committee.
- (d) That it was understood that some of the University's competitor institutions which had recourse to significant reserves were planning to operate at a deficit in the short term in order to reposition themselves in the light of recent developments in the sector and in anticipation of the next RAE.

- (e) That, in developing the final draft of the Plan for presentation to the Committee at its next meeting, the Financial Plan Sub-Committee might aim to achieve smaller surpluses in the early years of the Plan than had hitherto been the norm if it was confirmed that the HE Bill would become law, allowing significant increases in student fee income which would be generated in the latter years of the Financial Plan.
- (f) That it was the view of the Committee that future significant investment in new academic buildings for devolved departments should require a clear demonstration of current and future need and the contribution from the department concerned of a significant proportion of the capital sum required to meet the costs of construction. This would normally be generated by means of donations and accumulated reserves in the department.
- (g) That a sum of around £100k be included within the Financial Plan for 2004/05 to meet the costs of conducting the feasibility study on the proposed University project in Singapore.

18/03/04 Faculty of Medicine Advisory Board

RECEIVED:

A copy of the membership and terms of reference of the Faculty of Medicine Advisory Board approved by the Vice Chancellor on behalf of the Strategy Committee (JCSSC.11 /03-04).

19/03/04 Date of Next Meeting

REPORTED:

That the next meeting of the Committee would be held at 10am on Thursday, 27 May 2004 in the Council Chamber, University House.