

# UNIVERSITY OF WARWICK

## Strategy Committee

Minutes of the meeting of the Strategy Committee held on 30 October 2003

- Present: Vice-Chancellor (in the Chair), Mr P Dodd, Professor R G Dyson, Professor A Easton, Mr C Foy, Ms V Gooding, Ms S J Hobson, Mr R Jones, Professor J Jones, Mr J Leighfield, Professor A McFarlane, Professor A Mullender, Professor S B Palmer, Professor H Thomas, Professor M Whitby, Mr B Woods-Scawen.
- Apologies: Professor I Lauder, Professor M McCrae, Dr I Nussey.
- In Attendance: Registrar, Administrative Secretary, Academic Registrar, Estates Officer, Finance Director.

### 1/03-04 Terms of Reference and Membership

#### REPORTED:

- (a) That the terms of reference of the Committee were as follows:
- (i) To consider the inter-related questions of academic, financial and physical planning in order to advise the Senate and the Council on strategic issues for decision by the University and to make recommendations to the Senate and the Council or committees thereof on particular matters of formal development.
  - (ii) To direct and implement the University's capital planning and development strategy and recommend to the Senate, the Finance and General Purposes Committee and the Council the release of funding to support capital projects as part of the annual financial planning round.
- (b) That the membership of the Committee for the academic year 2003/04 was as set out in paper JCSSC.1/03-04.

### 2/03-04 Minutes

#### RESOLVED:

That the minutes of the meeting of the Committee held on 26 June 2003 be approved subject to the inclusion of Mr J Leighfield and Professor H Thomas in the list of those members present.

### 3/03-04 University Strategic and Corporate Plan (minute 22/02-03 refers)

#### REPORTED:

That, at the meeting of the Committee held on 26 June, it was reported that the University Corporate Plan, recommended for approval by the Committee for submission to the HEFCE, would be published on Insite and circulated widely within the University as the basis of discussion and debate on the development of University's Strategy from 2004 and it was intended that an 'awayday' would be

held in the latter part of the Autumn Term for the Strategy Committee, Council and key members of the University to facilitate this process.

CONSIDERED:

The proposed timetable for review of the University's Corporate Plan and an outline of the proposed strategic planning process for the academic year 2003/04 (JCSSC.3/03-04).

RESOLVED:

The the proposed timetable for review of the University's Corporate Plan and the outline of the proposed strategic planning process for the academic year 2003/04 be approved as set out in paper JCSSC.3/03-04.

4/03-04

Reports from the Faculty Advisory Boards

REPORTED:

- (a) That the establishment of the new Faculty Advisory Boards in 2002/03 was intended to provide external support, counsel and expertise and to assist in the development of the strategic direction of the Faculty.
- (b) That three of the Faculty Advisory Boards had now held their first meetings and it was intended that they would report to the Strategy Committee on key issues which, where appropriate, would be fed into and support the University's strategic and financial planning process.

RECEIVED:

Copies of the terms of reference and constitution of the Advisory Boards of the Faculties of Arts, Science, Social Studies and the Warwick Business School Board (JCSSC.2/03-04).

CONSIDERED:

- (a) Presentations from the Chairs of the Faculty Advisory Boards of Arts, Science and Social Studies on strategic and developmental issues arising from their most recent meetings.
- (b) A presentation from the Dean of the Warwick Business School on strategic and developmental issues arising from the recent meetings of the Warwick Business School Advisory Board.

The following key points were raised during presentations and in discussion at the meeting:

- (a) That the first meetings of the Faculty Advisory Boards had been highly successful, that the external members in particular had found the first meetings of the Boards of great value and that there was strong commitment from both internal and external members to developing, extending and supporting the work of the Faculties through engagement and debate with the Advisory Boards and their members.

- (b) That while external Advisory Board members were committed to active and productive engagement with the University and represented an outstanding opportunity to establish a 'pool of Ambassadors' for the institution by supporting and promoting the work of the Faculty and the University to an external audience, commitment from external members would only be retained if their engagement with the University was clearly productive and mutually beneficial.
- (c) That communication and interaction with external members of the Advisory Board, in addition to engagement with members at scheduled meetings, which would take place only two to three times in any one year, was of prime importance if the Faculty Advisory Boards were to fulfil their objectives and were to offer significant benefit to both the University and to Board members.
- (d) That the second meetings of the Faculty Advisory Boards, which were all expected to take place in the Spring and Summer terms, would focus more closely on specific strategic issues including opportunities for the development of research activities and raising the profile of Faculty work at a national and international level.
- (e) That at least two of the faculties were presently experiencing physical constraints which potentially hindered the expansion of their academic activities but that these constraints were likely to be relieved by the acquisition of National Grid House.
- (f) That the provision of and investment in Library and information resources for students and staff and the necessity of targeting these resources strategically, given that they were necessarily limited, was of crucial importance to the University and the future development of the faculties and their work.

RESOLVED:

- (a) That steps be taken to review and analyse the University's existing investment in Library resources with a view to bringing forward for discussion during the Financial Planning round proposals for targeted and focussed investment in Library resources which would meet the University's strategic academic objectives while recognising that investment in extensive Library holdings in all areas was neither feasible or sustainable.
- (b) That, in order to maintain effective contact with Faculty Advisory Board members outside the scheduled round of meetings, steps be taken to establish a dedicated presence on the University Web Site for the Faculty Advisory Boards, aimed largely at external members, which would provide up to date information on events, activities and developments within the Faculty and an opportunity for on- line discussion and exchange of ideas and views.