

THE UNIVERSITY OF WARWICK

Minutes of the meeting of the Steering Committee held on 7 July 2014

- Present: Vice-Chancellor and President (Chair),  
Provost,  
Professor A Caesar,  
Professor Christina Hughes,  
Professor T Jones,  
Mr B Sundell,  
Professor S Swain,  
Professor M Taylor,  
Professor L Young.
- Apologies: Professor A Coats, Professor Christopher Hughes, Professor J Palmowski,  
Professor P Thomas, Professor P Winstanley.
- In Attendance: Registrar and Chief Operating Officer, Deputy Registrar, Academic Registrar,  
Group Finance Director, Director of Estates, Director of Human Resources,  
Interim Director (Centre for Lifelong Learning) (for item 274/13-14), Anglican  
Chaplain (for item 274/13-14), Director of Health and Safety (for item 275/13-  
24), Director of the Institute of Advanced Studies (for items 276/13-14),  
Interim Director of the Student Recruitment and Admissions Office (for item  
277/13-14), Director of Research Support Services (for item 278/13-14),  
Assistant Registrar (Governance).

269/13-14 Minutes

RESOLVED:

That the minutes of the meeting held on 23 June 2014 be approved.

270/13-14 Warwick Awards for Teaching Excellence 2013/14

REPORTED: (by the Vice-Chancellor and President)

- (a) That the winners and commendees of the Warwick Awards for Teaching Excellence (WATE) 2013/14, given in recognition of excellent teaching and support for learning at Warwick, had been announced.
- (b) That the winners were: Margaret Low from WMG, Dr Leanne Williams from the School of Life Sciences, Jack Elliott from the Department of History, Emma King from the Learning and Development Centre and Professor Andrew Dove from the Department of Chemistry, each receiving £5,000 to further enhance their teaching practice.
- (c) That a record number of nominations had been received from staff, students and alumni, which had resulted in over 70 individuals being put forward for the awards.

271/13-14 Warwick Business School London Base

REPORTED: (by the Vice-Chancellor and President)

- (a) That Warwick Business School (WBS) had completed its lease agreement to open a London base on the 17th floor of the 87-storey Shard, located in the London Bridge Quarter.
- (b) That WBS welcomed opportunities for other departments to use the space, alongside the primary use of the premises, which was to run evening courses for the MSc Finance, the MSc Human Resource Management & Employment Relations and potentially the Warwick Executive MBA.

272/13-14 Destinations of Leavers from Higher Education (DLHE) in the UK 2012/13

REPORTED: (by the Pro-Vice-Chancellor (Teaching and Learning))

- (a) That, as reported to the Steering Committee on 9 May 2014, the University's HESA Employment Performance Indicator (PI) was 91.7%, noting that the PI represented the percentage of full-time, UK-domiciled graduates from a first degree who were available for work and who were actually working and/or studying, on the DLHE census date six months after graduating.
- (b) That in the Employment PI for all institutions as published on 3 July 2014, the University ranked 19th in the Russell Group compared to 15th in 2013.
- (c) That early analysis of the results showed that more Warwick graduates were in work in 2014 compared to the same point in the previous year, although the number in further study had decreased; noting also that the most significant drop in employment levels were amongst graduates from the departments of English and Comparative Literary Studies and Statistics.
- (d) That a DLHE process review was being conducted to review all aspects of how the DLHE survey was conducted to ensure that the University continued to receive high response rates and that all legitimate sources of information on employment circumstances were being utilised.
- (e) That the Finalists' 'Get Hired' events which took place in weeks 9 and 10 of the Summer term had been successful, noting however that further intervention work at key transition points in the student journey was important.
- (f) That the intervention work would be monitored on a monthly basis by a Joint Student Careers and Skills (SCS) and Warwick Employment Task Group.
- (g) That the University was working to achieve a PI target of 93%.
- (h) That if there was any inconsistency in the degree of careers support offered to students at department-level, this would be a matter for departmental action plans.

(by the Registrar and Chief Operating Officer)

- (i) That there was potential for data from graduates that had joined Unitemps to be used to enhance the information that the University could obtain about its graduate employability.

273/13-14 HEFCE Memorandum of Assurance and Accountability

RECEIVED:

The HEFCE Memorandum of Assurance and Accountability (SC.162/13-14).

REPORTED: (by the Group Finance Director)

- (a) That the final version of the HEFCE Memorandum of Assurance and Accountability was an improvement on the consultation version previously circulated, noting that much of the feedback submitted by the University had been taken into account in the final version.
- (b) That a new single-threshold value of on-balance sheet financial commitments would be used to indicate when a HEI would be required to notify HEFCE of any proposed additional financial commitments, noting that the extent of on-balance sheet commitments may change with the adoption of the new Financial Reporting Standard (FRS 102).
- (c) That the University was currently below this threshold, it being noted that a number of Russell Group institutions were above, and as such, were required to take on new agreements.
- (d) That the new Memorandum had a clear focus on the need for institutions to take into account the interests of students.

(by the Registrar and Chief Operating Officer)

- (e) That the role of institutions' Audit Committees had been explicitly identified by HEFCE and that the new Memorandum placed a greater responsibility for data control on such Committees than that required under the previous arrangement.
- (f) That the University was the only HEI that sought greater clarity regarding the HEFCE's Equality and Diversity Scheme, noting that the new Memorandum did not provide sufficient information as to what the implications of this Scheme were.

(by the Vice-Chancellor and President)

- (g) That clarity from HEFCE would need to be sought over certain points of the Memorandum, such as what would constitute a "major change in strategy".

274/13-14 Annual Report from the Chaplaincy

CONSIDERED:

The Annual Report from the Chaplaincy (SC.146/13-14).

REPORTED: (by the Interim Director, Centre for Lifelong Learning)

- (a) That following the review of the Chaplaincy which took place in November 2012, a number of recommendations had been made in relation to substantiating its multi-faith nature.

- (b) That discussions were underway with the Students' Union regarding the formation of a student-led User Forum to better connect the Chaplaincy with faith societies and to provide a more structured and regular forum for the views of students to be considered.
- (c) That consideration needed to be given to how the University could be more responsive to the growing numbers of students from Eastern faith traditions and better provide for their faith needs.

(by the Anglican Chaplain)

- (d) That the review had included consideration of the concept of religious literacy and its potential importance in supporting inter-cultural understanding in a globally-connected University, noting that conversations had taken place with Professor Adam Dinham, co-ordinator of HEFCE's Religious Literacy Leadership Programme and leader of the Religious Literacy programme at Goldsmiths, University of London.
- (e) That how the University community engaged with and had conversations around faith on campus was important in current socio-political and religious contexts.
- (f) That there was scope to improve provisions for differing cultural and religious living practices in residences, such as enhanced arrangements for food and beverage storage.

(by the Academic Registrar)

- (g) That segregating student residences and facilities by faith was counter to the inclusive ethos of the University.

(by the Pro-Vice-Chancellor (50<sup>th</sup> Anniversary))

- (h) That the segregation of student residences by faith could have other negative consequences such as the reinforcement of language barriers.

(by the Registrar and Chief Operating Officer)

- (i) That the segregation of student residences had been debated previously and it was clear that whilst the University would not support the separation of student residences by faith and culture, a solution to cultural living issues needed to be found by providing the appropriate facilities.
- (j) That there were still opportunities to consider the food storage issue from a provision perspective when new student residences were developed.

(by the President of the Students' Union)

- (k) That some religious requirements around food storage were more complex and that some facilities should be kept completely separate, noting however that this should not be viewed as segregation.

(by the Pro-Vice-Chancellor (Academic Planning and Resources))

- (m) That it would be useful to determine whether best practice relating to such issues existed elsewhere in the sector.

RESOLVED:

- (a) That the thanks of the Steering Committee be extended to Reverend Alistair Kirk for his work as the Anglican Chaplain for the University.
- (b) That the Annual Report from the Chaplaincy be noted.

275/13-14 Annual Report on Health and Safety

CONSIDERED:

The Annual Report on Health and Safety for 2013/14 (SC.147/13-14).

REPORTED: (by the Director of Health and Safety)

- (a) That the key element of the health and safety strategy for 2013 to 2015 was that there should be a shift of emphasis by the Health and Safety Department with the aims of:
  - (i) Establishing a formal programme of audit, inspection and assurance to provide the Executives and Heads of Departments with information and recommendations about compliance by the University and its Departments on health and safety and related legislation;
  - (ii) Providing clarification to Heads of Department and their staff as to what was expected of them and how they could achieve the necessary health and safety standards.
- (b) That more focus had been placed on substantive projects to achieve notable improvements and that a formal inspection and audit programme had resulted in 51 inspections taking place between June 2013 and May 2014, noting that this had been used to educate frontline staff on health and safety standards.
- (c) That the future focus of reports to the Steering Committee and the Council would be on risk profiling, to ensure that the University could demonstrate confidence in the risk levels reported and in the impact of mitigating actions.
- (d) That Warwick remained above the Higher Education sector rate for Staff Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR), potentially a result of being campus based with directly employed catering, portering and security staff, although the University was not excessively above the norm for the sector.
- (e) That the number of incidents of false fire alarms being raised in student residences was twice the benchmark and that whilst this was in part due to misuse, some detectors in student residences were highly sensitive, with some of the older detectors able to be activated by steam.
- (f) That the issue of raising the visibility of the consequences of false fire alarms to students would be raised with the Residential Life Team.
- (g) That the Health and Safety Department were working with the Estates Department concerning the capital building and refurbishment projects to ensure that health and safety considerations were being factored in to the plans.

(by the Deputy Registrar)

- (h) That progress had been made on fire safety following the appointment of the Fire Safety Adviser, noting the success of the contingency plans that had been introduced in response to the recent fire service strikes.

RESOLVED:

- (a) That the proposed refinements to the health and safety strategy be approved.
- (b) That the Annual Report on Health and Safety for 2013/14 be approved.

276/13-14

Institute of Advanced Study (IAS)

- (a) Annual Report from the IAS

CONSIDERED:

The IAS Annual Report for 2013/14 (SC.163/13-14).

REPORTED: (by the Director of the IAS)

- (i) That the IAS had been fortunate to secure Professor Giorgio Riello as its new Director, noting that the handover was occurring at a timely point in the Institute's strategic development.
- (ii) That the raising of additional funds was important to the growth and sustainability of the IAS, particularly in terms of securing the next significant donor, noting that the attraction of external funding through the IAS TARGET scheme was going well.
- (iii) That the Early Career Fellowship scheme had been successful to date, noting that some Fellows had recently secured permanent positions at Cambridge, Nottingham and Exeter universities.
- (iv) That there was an opportunity now to give consideration to where the balance of reporting of IAS research activity should lie in relation to the Steering Committee and the Research Committee.

- (b) Review of Institute of Advanced Study (IAS)

CONSIDERED:

The Review of the IAS (SC.164/13-14).

REPORTED: (by the Pro-Vice-Chancellor (Science, Engineering and Medicine))

- (i) That the review panel had concluded that the Institute had done a valuable job in meeting its objective of facilitating cross-disciplinary research activities across the campus and that it should be commended on this work.
- (ii) That it was recommended that interdisciplinarity be rationalised through the focus of IAS on a smaller number of activities which were core to its main objectives.

- (iii) That the review had highlighted the need for the IAS to attract further external funding to support its activities.

(by the Director of the IAS)

- (iv) That new external funding was not easy to obtain, and that the IAS was looking at examples of best practice in the achievement of multiple sponsorships, such as the Pink 15 project in the Netherlands, which had recently secured 60 sponsors.

RESOLVED:

- (i) That Professor Giorgio Riello be congratulated on his appointment as Director of the Institute of Advanced Study from 1 August 2014.
- (ii) That the thanks of the Steering Committee be extended to Professor Richard Aldrich for his leadership of the IAS.

277/13-14 Update on Student Admissions and Recruitment

CONSIDERED:

An update on Student Admissions and Recruitment from the Student Admissions and Recruitment Office (SARO) and the International Office (SC.165/13-14).

RESOLVED:

- (a) That the thanks of the Steering Committee be extended to all staff and students who had supported the recent University Open Days.
- (b) That the Vice-Chancellor and President would contact the Chief Executive of UUK on behalf of the University, to establish whether UUK intended to engage with the government regarding the potential variation in A Level results arising from the removal of modular examinations, as notified by Ofqual.

278/13-14 Research Update

RECEIVED:

A paper updating the Committee on research strategy and performance (SC.168/13-14).

REPORTED: (by the Director of Research Support Services (RSS))

- (a) That £102m worth of new research awards had been secured by the end of June 2014.
- (b) That RSS would be working to improve the pre to post-award handover process as this was currently challenging to administer.
- (c) That progress was being made to evolve the University's research support infrastructure in line with the new Strategy; inclusive of a review by the Research Committee of its Terms of Reference and membership to enable it to take a more proactive approach to the direction and oversight of the Research Strategy.

- (d) That it would be crucial for the University to encourage and support academics who had previously been partners in EU-funded work in taking the lead on Horizon 2020 projects, to enable Warwick to continue to pursue and attract EU funding.

(by the Registrar and Chief Operating Officer)

- (e) That the Research update paper be commended.

(by the Pro-Vice-Chancellor (Science, Engineering and Medicine))

- (f) That the University was one of only 12 institutions to be appointed as an 'EPSRC Partner University', on the basis of its improved income and success rates, noting also that the recent invitation to apply for an Institutional Strategic Support Fund award from the Wellcome Trust had arisen from recent successes in achieving Senior Investigator Awards.

- (g) That the IDEATE awards administration project was due to be launched in July 2014, and it was imperative that the launch ran smoothly and to schedule.

(by the Academic Registrar)

- (h) That the old awards system would continue to run in parallel when IDEATE was launched, in order to mitigate the impact of any potential implementation challenges with the new system.

279/13-14 HEFCE Guidance for National Networks for Collaborative Outreach

RECEIVED:

The HEFCE Guidance for National Networks for Collaborative Outreach (SC.166/13-14).

REPORTED: (by the Pro-Vice-Chancellor (Teaching and Learning))

- (a) That HEFCE had set out the approach it had determined for allocating £25m of funding for the development of a national outreach network to support collaborative approaches in delivering HE outreach activity to all state-funded secondary schools and colleges.
- (b) That £810k of funding would be made available for each Network single point of contact (SPOC), but that it was unclear whether this was the total figure for two years, or the amount being made available per year for two years.
- (c) That it was possible for an institution to be a member of multiple SPOCs, and as such, a Working Group had been set up to consider how the University might wish to proceed in establishing and/or joining SPOC networks.

280/13-14 Report from the Fees Working Group

CONSIDERED:

A report from the meetings of the Fees Working Group held on 8 April and 10 June 2014 (SC.169/13-14).



RESOLVED:

That the fee levels be approved as set out in paper SC.169/13-14 {Restricted}.

281/13-14 HEFCE Consultation on Accreditation in the Key Information Set (KIS)

RECEIVED:

The HEFCE consultation on accreditation in the KIS (SC.171/13-14).

REPORTED: (by the Academic Registrar)

- (a) That HEFCE had launched a consultation on the revised criteria and processes for including accredited bodies in the Key Information Set.
- (b) That the University was unopposed to the recommendations, noting that it would not be affected by what was proposed.

282/13-14 University response to HEFCE Call for Evidence on Research Metrics

CONSIDERED:

The University's response to the HEFCE call for evidence on research metrics (172/13-14).

REPORTED:

That HEFCE had invited views and evidence relating to the current role and viability of using research metrics in the research assessment exercise.

RESOLVED:

That the University's response to the HEFCE consultation concerning the call for evidence on research metrics be approved.

283/13-14 Birkbeck Award

RECEIVED:

Details of the HEFCE Catalyst Fund award to Birkbeck, University of London (SC174/13-14).

284/13-14 Update on Disabled Students' Allowances

RECEIVED:

An update from the Department for Business Innovation and Skills regarding Disabled Students' Allowances (DSA) (SC.175/13-14).

285/13-14 HEFCE Revolving Green Fund: Invitation to Apply for a Fourth Phase of Funding

RECEIVED:

A letter from the HEFCE inviting HEIs to apply for a fourth phase of funding from the Revolving Green Fund (SC.176/13-14).