

UNIVERSITY OF WARWICK

Open Minutes of the meeting of the Academic Resourcing Committee
held on 18 September 2018

- Present: Professor C Ennew (Chair), Professor L Frigerio (Senate Representative for the Faculty of Science, Engineering, and Medicine), Professor C Hughes (Pro-Vice-Chancellor, Education), Professor S Kumar (Senate Representative for the Faculty of Science, Engineering, and Medicine), Professor D Lamburn (Deputy Pro-Vice-Chancellor (Education), Professor A Lockett (Senate Representative for the Faculty of Social Sciences), Professor M Nudds (Chair of Faculty of Social Sciences), Professor P Roberts (Chair of Faculty of Arts), Professor M Shipman (Chair of Faculty of Science, Engineering, and Medicine), Professor S Swain (Pro-Vice-Chancellor, External Affairs).
- Apologies: Professor A Ribeiro de Menezes (Senate representative for the Faculty of Arts), Professor P Thomas (Pro-Vice-Chancellor, Research).
- In attendance: Dr C Twine (Academic Registrar (Secretary)), Dr Richard Hutchins (Director of Strategy & Policy), Andrew Smith (Finance Director), Sam McClenaghan (Deputy Finance Director (DST)), Michelle Chilvers (Acting Head of Finance DST (ARC)), Geraldine Mills (HR Engagement Director), Carol Walker (Assistant Registrar (SP&A) (secretariat)).

Note: Some items are noted as 'Exempt information not included' as they contain information that would be withheld from release to the public because an exemption under the Freedom Information Act 2000 applies.

001/18-19 Welcome and Apologies

REPORTED: (by the Chair)

- a) That apologies had been received from Professor Ribeiro de Menezes and Professor Thomas.
- b) That Professor Mike Shipman is now attending as Chair of the newly-created Faculty of Science, Engineering, and Medicine.
- c) That the Committee's thanks had been extended to Professor David Leadley, whose Senate membership had concluded on 31 July 2018, and whose term as Faculty of Science representative on ARC had therefore ended.
- d) That the Committee welcome Professor Lorenzo Frigerio who joins ARC for a two year tenure with effect from 31 July 2018, as the second Senate member representative of the Faculty of Science, Engineering, and Medicine, alongside Professor Kumar.
- e) That Lesley Preston had started a new role in Warwick Business School and would no longer attend ARC meetings, and that welcome be extended to Michelle Chilvers who would cover as Head of Finance (DST (ARC)) until a permanent replacement had been identified.

002/18-19 Minutes from meeting held on 14 June 2018

RESOLVED:

That the restricted minutes of the meeting held on 14 June 2018 be approved.

003/18-19 *Monitoring of Financial Position of New Degree-Level UG and PG Courses Approved in the Preceding Three Years (minutes 041/17-18 and 053/17-18 refer)

RECEIVED:

An oral update from Professor David Lamburn and Professor Andy Lockett on the progress of work undertaken by the ARC Task and Finish Group following the discussion at the meeting on 17 May 2018.

REPORTED: (by the Deputy Pro-Vice-Chancellor, Education)

[Exempt information not included]

(b) That initial findings suggested investment in more primary market research was needed as part of the approval process, particularly for courses in new areas to ensure a robust risk-based approach to financial sustainability.

[Exempt information not included]

(d) That the forthcoming review of the credit and module framework will incorporate the views of ARC.

(by the Senate representative for the Faculty of Social Sciences, Professor A Lockett)

[Exempt information not included]

(g) That work would continue and would take into account potential fee reductions for Home/EU students, competition and the need to diversify, the ability to attract an increasingly international student body, and the minimum size that a programme may need to be to make it economically viable.

(by the Chair of Faculty of Arts, Professor P Roberts)

(h) That it was important to work with departments and disciplines, particularly those that attract small student numbers across the sector.

(By the Pro-Vice-Chancellor (Education))

[Exempt information not included]

(j) That interdisciplinarity was key and that it was important for students to be able to move within and across programmes.

(By the Chair)

- (k) That although it was not within the Committee's authority to close courses it could give a clear steer to departments during planning round meetings.
- (l) That there were some fixed central costs for maintaining courses and modules, regardless of whether or not they recruited.
- (m) That there was a strategic need for some course portfolios, which was not necessarily financial, and that alongside flagship single honours programmes the University needed strong interdisciplinary programmes.
- (n) That sometimes blocks of learning were used for different purposes that were not always obvious from the outside, and that the University offered a number of programmes that did not bring in a positive margin but were still desirable because of what they signalled for Warwick's academic position.

RESOLVED:

- (a) That there was broad support for the important work that the Group was undertaking, noting that it was important that it considered the detail and nuance at departmental level and worked with departments to understand context.
- (b) That the work was driven by a desire to improve the student experience as its primary concern, but that generating efficiencies would also be welcomed.
- (c) That the Group would continue its work and would bring its recommendations to the next, or subsequent, meeting.

004/18-19 Monash Warwick Alliance Accelerator Funding (minutes 052/17-18 and 073/17-18 refer)

REPORTED: (by the Pro-Vice-Chancellor, External Affairs)

That a joint Monash-Warwick Alliance Board meeting would be held later in the year to consider another round of bids but reassurance was given to the Committee that the possible build-up of expenditure was being monitored, and that it was likely that there would be only one funding call in 2018-19.

005/18-19 ARC 2018 Five Year Plan (minute 079/17-18 refers)

REPORTED: (by the Chair)

- (a) That a second call for Strategic Investment Fund bids would be announced in the near future, with a view to considering these bids at the ARC Autumn Review on 11 December 2018, noting that some funds were already committed for ongoing Strategy Renewals.
- (b) That, following discussion at the ARC meeting on 14 June 2018, further consideration had been given to the Academic Equipment Fund bids and the outcomes had been reported in the Academic Equipment Fund bid report considered in minute 017/18-19.

- (c) That the Academic Equipment Fund will be stretched this year because of previous commitments and despite carry forward of spend, but this will be addressed without constraint on research bids that incorporated a matched funding element.

006/18-19 Department of Film and TV Studies Strategy Renewal Document and Financial Plan (minute 081/17-18 refers)

REPORTED: (by the Chair)

That the revised Strategy Renewal document had been circulated and signed off by ARC members following discussion at the ARC meeting on 14 June 2018.

007/18-19 Students' Union Representation on the Committee (minute 084/17-18 refers)

REPORTED: (by the Academic Registrar)

That following discussion with the Students' Union it had been agreed that student representatives would not attend Committee meetings but would be involved on ARC Strategy Renewal panels for Phase 1 and 2 meetings, starting in autumn 2018.

008/18-19 Classification and Availability of ARC papers

REPORTED: (by the Chair)

(a) That University Executive Board has decided that Committee papers should routinely be unrestricted and only restricted if necessary; for ARC this meant that open business would in future be available via the Governance website.

(b) That if members want to share unrestricted papers they can now do so or ARC Administration can do this on their behalf.

009/18-19 Sharing Data with Departments

REPORTED: (by the Chair)

That following discussion at Chairs of Faculty meetings, and with the support of Heads of Departments, noting their concerns about contextualisation, the resource related data and metrics used in planning rounds would be shared with departments (with the exception of target margin data).

010/18-19 Application of Planning and Budgeting Principles for 2018-19

REPORTED: (by the Chair)

(a) That the Planning and Budgeting Process was now being operationalised, following the Chairs of Faculty meeting on 10 September 2018 where income projections had been reviewed.

- (b) That the Chairs of Faculty meeting had taken a view on which departments needed scrutiny for resource approvals, and those departments had been informed, noting that the position would be kept under review.

011/18-19 Joint Expert Panel for University Superannuation Scheme (USS)

REPORTED: (by the Chair)

- (a) That the University will be required to increase contributions to the University Superannuation Scheme by 1.8% from April 2019, which will have an impact on departmental budgets, noting that there may be a further increases in October 2019 in line with existing regulatory requirements, or if an alternative valuation and model was reached in the meantime.
- (b) That there was an estimated £2m impact to the University for each 1% increase, but that this would be covered in the short term by a central provision of 2%.

012/18-19 Office for National Statistics (ONS) Review into Accounting for Student Loans

REPORTED: (by the Chair)

- (a) That the outcome of the ONS Review of Accounting for Student Loans may be a requirement for Government to change the way it accounts for student loans, which may impact on the way the post-18 Review of Education resolves
- (b) That if the outcome was to reduce, or restrict the unit of resource it possibly would not take effect until 2020 but it would put significant pressure on the Higher Education sector.

013/18-19 Academic Resourcing Committee Membership and Terms of Reference

CONSIDERED:

A copy of the paper to Senate for its meeting on 17 October 2018 seeking approval of the ARC membership for the academic year 2018-19 (ARC.01/18-19).

REPORTED: (by the Chair)

- (a) That, as previously reported in minute 001/18-19 Senate representation from the Faculty of Science, Engineering, and Medicine had been increased from one to two during the transition to the new faculty structure.
- (b) That Senate representatives did not attend meetings as departmental representatives and departmental designations would be removed from minutes and papers.

RESOLVED:

That the membership and Terms of Reference be noted.

014/18-19 Mapping of ARC Business in 2017-18 and 2018-19

RECEIVED:

- a) A report (in line with a recommendation from Internal Audit) showing the ARC Schedule of Business 2017-18 cross-referenced to the Committee's Terms of Reference, to enable the Committee to reflect on business undertaken and to determine if it discharged its duties effectively against its Terms of Reference (ARC.02/18-19).
- b) The Schedule of Business for the Academic Resourcing Committee for 2018-19 (ARC.03/18-19).

REPORTED: (by the Chair)

- c) That on an annual basis all Committees were required to review business considered to ensure that it was aligned with the Terms of Reference as set out for the Committee at the beginning of the academic year.

RESOLVED:

- a) That the business considered by the Committee in 2017-18 had been aligned to the Terms of Reference for the Committee, and that the schedule of business for 2018-19 be noted.

015/18-19 *Student Recruitment Update

RECEIVED:

An oral update on the position in respect of undergraduate and postgraduate acceptances and variance against target.

REPORTED: (by the Academic Registrar)

[Exempt information not included]

- (c) That postgraduate research students started at different times during the year so it was not possible to provide an accurate estimate at this stage of likely enrolment.
- (d) Warwick was in a minority of UK HEIs that had met or exceeded target numbers without significantly compromising on tariff.

[Exempt information not included]

- (f) That Home Office compliance data for last recruitment cycle revealed that Warwick had a 0.59% refusal rate, which was sector-leading.

[Exempt information not included]

(By the Chair of Faculty of Science, Medicine, and Engineering)

- (h) That although it is often considered undesirable to seek students through Clearing a growing number of higher tariff students only applied through that route, particularly for the Science faculty.

(By the Chair)

- (i) That although it may be an aspiration not to go into Clearing there was some patchiness across disciplines.
- (j) That there were some subject areas where it was difficult to keep numbers going, but which the University would benefit from when the demographic or markets changed.
- (k) That the Student Recruitment Strategy Steering Group would report back to the Committee on aspects of the recruitment strategy and any adjustments that would be required from 2020.

RESOLVED:

- (a) That the Committee's thanks be passed on to the Head of Admissions Service and their team for their excellent work this year.

016/18-19

*Quarter 4 Accounts for Academic Departments 2017-18

RECEIVED:

The Quarter 4 accounts for academic departments (ARC.04/18-19 {restricted}).

REPORTED: (by the Deputy Finance Director (DST))

[Exempt information not included]

(By the Chair)

- (b) That the surplus is higher than expected, some of which is due to transferring spend from one year to another.

RESOLVED:

That the incorrect Overseas undergraduate number for the School of Law would be corrected, and with that amendment the report be noted.

017/18-19 *Academic Equipment Fund 2018-19

RECEIVED:

The latest Academic Equipment report (ARC.05/18-19 {restricted}).

REPORTED: (by the Chair)

- (a) That the report showed the position at the start of the 2018-19 academic year, and included a number of commitments that had already been made or were carried forward from previous years.
- (b) That there was a relatively small and uncommitted balance but some of the match funded commitments may not materialise, noting that the Chair had discussed with the Pro-Vice-Chancellor (Research) and was confident that there was sufficient budget available.

(By the Finance Director)

- (c) That the Fund was now managed through the ARC planning process, which enabled a better way of planning for commitments for future years.

RESOLVED:

That the report be noted.

018/18-19 Departmental Strategy Renewals

REPORTED: (by the Chair)

That progress had been made on departmental Strategy Renewals as follows:

- a) Centre for Education Studies – the Phase 1 meeting had taken place on 25 June 2018 and the Phase 2 meeting was scheduled for 25 October;
- b) Chemistry – ARC were close to signing off the financial plan, which had been slightly delayed due to staff absences. The plan will involve an investment from the Strategic Investment Fund but it will move them to a position where they could deliver against target margin. It was also noted that the investment might look bigger than it actually was because it would include the impact of vacant posts that were waiting to be filled.
- c) Sociology – Phase 1 meeting took place on 2 July 2018, Phase 2 postponed to 10 January 2019;
- d) Theatre & CCMPS – Phase 1 meeting took place on 8 August 2018, Phase 2 meeting scheduled for 13 November;
- e) Warwick Medical School – first meeting had taken place and future meetings would be scheduled in the near future.

019/18-19 Date and Time of Next Meeting

Thursday 18 October 2018, 2.00pm to 5.00pm, CMR 1.0, University House.

The following items were received for information and were not discussed:

020/18-19 *Chair's Action Report

RECEIVED:

A report detailing the action taken by the Chair on behalf of the Committee to approve requests for academic and administrative resources since those reported at the meeting held on 14 June 2018 (ARC.06/18-19).

[Exempt information not included]

021/18-19 *Minutes of Student Recruitment Strategy Steering Group Meeting

RECEIVED:

The minutes of the SRS Steering Group meetings held on 21 May 2018 and 18 June 2018 (ARC.07/18-19).

022/18-19 *Minutes of Chairs of Faculty Meetings

RECEIVED:

The minutes of the Chairs of Faculty meetings held on 25 June 2018 and 30 July 2018 (ARC.08/18-19).