

## UNIVERSITY OF WARWICK

Minutes of the Meeting of the Strategy Committee held on 17 November 2005

Present: Vice-Chancellor (in the Chair), Professor S Bassnett, Professor L Bridges, Professor A Caesar, Professor Y Carter, Professor J D S Jones, Professor R Lindley, Professor M Luntley, Dr I Nussey, Professor S B Palmer, Professor M Smith, Professor H Thomas.

Apologies: Mr C Foy, Ms J Hobson, Mr J Leighfield, Sir John Temple, Mr B Woods-Scawen, Academic Registrar.

In Attendance: Director of Student and Academic Affairs, Estates Director, Acting Finance Director, Registrar, University Secretary.

### 1/05-06 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 was as set out in paper JCSSC.1/05-06.

### 2/05-06 Minutes

RESOLVED:

That the minutes of the meeting held on 23 June 2005 be approved.

### 3/05-06 University Financial Outturn 2004-05

REPORTED:

That the University financial outturn for the academic year 2004/05 was a surplus of £7.9m of which £2m was contributed to by the application within the Financial Plan of safety factors on a range of University activities.

External and Internal Developments

## CONSIDERED:

A brief report on the following significant developments and issues having an impact on the University's activities together with an oral report from the Vice-Chancellor (JCSSC.2/05-06):

- (a) Regional Links including the Science Cities' initiative and potential collaboration with the University of Birmingham.
- (b) Interdisciplinary research initiatives including the Centres for Systems Biology and Scientific Computing.
- (c) Recent developments associates with the NHS Institute for Improvement and Innovation.
- (d) The recently launched University Education Innovation Fund which would provide funding for new initiatives associated with Teaching and Learning over the next two years.
- (e) The recent national consultations on Post Qualification Admissions and Degree Classification and Credit Proposals.
- (f) The projected completion of a range of administrative and infrastructure developments by the end of the current academic year.
- (a) Links with the City and University of Birmingham

## REPORTED:

- (i) That a range of potential areas for collaboration in research activities with the University of Birmingham were currently being discussed and developed as part of the Science Cities initiative, as well as other potential academic research and teaching initiatives, and that these might include:
  - (A) Materials Science
  - (B) Energy
  - (C) Translation of Medicine
  - (D) Cognitive Science
  - (E) Urban and Regional Studies
  - (F) Modern Foreign Languages
- (ii) That a series of half day meetings involving staff from both universities would be convened by mid January 2006 to begin to define areas where Warwick and Birmingham might undertake collaborative research activities.
- (iii) That involvement in joint initiatives with Birmingham offered opportunities for the University to raise its profile in the City of Birmingham area and to play a greater role in the economic development of the West Midlands Region.

RESOLVED:

- (i) That the guiding principle in determining whether to embark on any new activity or initiative in collaboration with the University of Birmingham be that any such activity or initiative has the potential to provide independent benefit or improvement to the University of Warwick.
- (ii) That any proposals or suggestions for the development of new academic initiatives with the University of Birmingham be referred to the Pro-Vice-Chancellor for Research, Professor Jones, in the first instance.

(b) Education Innovation Fund

RESOLVED:

That members of the Committee forward any views on potential initiatives for consideration under the new University Education Innovation Fund to Professor Whitby.

(c) Administrative and Infrastructure Developments

RESOLVED:

That the Committee support the completion of the following administrative and infrastructure developments by the end of the current academic year:

- (i) finalisation of the move to Transparent Accounts
- (ii) completion of migration from the Groupwise e-mail system
- (iii) completion of the review of the University's committee structures
- (iv) completion of the building of the University Secretary's Office
- (v) development of an agreed set of University KPIs by which the University will measure its own performance.

(d) University Key Performance Indicators

RESOLVED:

That suggestions for the development of a set of university wide KPIs, including those proposed at the meeting, be forwarded to the Vice-Chancellor with a view to drawing up a list of proposed institutional KPIs by the end of the calendar year.

5/05-06 Student Recruitment October 2005

CONSIDERED:

A report on student undergraduate and postgraduate recruitment for October 2005 and its impact on the University Financial Plan and the processes implemented during 2004/05 for monitoring student recruitment and enrolments (JCSSC.3/05-06).

RESOLVED:

- (a) That it was the view of the Committee that significant opportunities existed for the development of successful overseas student recruitment activities in North America and that steps be taken by the International Office to pursue such opportunities as a component of the University's international strategy.
- (b) That the International Office explore the opportunities for approaching senior overseas government contacts to establish whether formal approaches might be made via these contacts to British Government officials to underline the negative impact on the overseas student recruitment market of current UK visa and immigration policies.
- (c) That steps be taken to make increased use of University academic staff in overseas student recruitment activities.

6/05-06 Campus Development Plan

RECEIVED:

An oral report from the Vice-Chancellor on the University Campus Development Plan.

7/05-06 Faculty Advisory Boards

RECEIVED:

A copy of the current membership and terms of reference of the Faculty Advisory Boards of Arts, Medicine, Science and Social Studies and the Advisory Boards of Warwick HRI, the Warwick Business School and the Centre for Lifelong Learning (JCSSC.4/05-06).

CONSIDERED:

The annual report from the Warwick HRI Advisory Board (JCSSC.5/05-06).

RESOLVED:

That the Annual report from the Warwick HRI Advisory Board be welcomed and endorsed.

REPORTED:

That the remaining Advisory Boards were expected to submit their Annual Reports to the Committee during the Spring Term.

8/05-06 Date of Next Meeting

REPORTED:

That the next meeting of the Committee would be held on Thursday 23 February 2006.