

## UNIVERSITY OF WARWICK

Minutes of the Meeting of the Strategy Committee held on 4 May 2006

Present: Vice-Chancellor (in the Chair), Professor S Bassnett, Professor L Bridges, Professor A Caesar, Professor Y Carter, P Mr C Foy, Mr J Leighfield, Professor R Lindley, Professor M Luntley, Dr I Nussey, Sir John Temple.

Apologies: Ms V Gooding, Ms J Hobson, Sir Donald Irvine, Professor J D S Jones, Professor S B Palmer, Professor M Smith, Ms K Stark, Professor H Thomas, Professor Whitby, Mr B Woods-Scawen.

In Attendance: Academic Registrar, Acting Finance Director, Deputy Registrar, Estates Director, Registrar, Senior Assistant Registrar (Governance), University Secretary.

14/05-06 Minutes

RESOLVED:

That the minutes of the meeting of the Committee held on 23 February 2006 be approved.

15/05-06 University Financial Plan

CONSIDERED:

An oral report from the Director of Finance on the University Financial Plan for the period 2006 to 2010, noting the following:

- (a) That a significant number of bids and opportunities for new initiatives were under consideration by the Financial Plan Sub-Committee and that these would be prioritised further prior to incorporation into the draft Financial Plan since it would not be possible to fund all new initiatives without generating an unsustainable budget deficit.
- (b) That the projected costs of the implementation of the Framework Agreement were incorporated in the current Financial Plan but if the costs related to the final Framework Agreement settlement were higher than currently anticipated in the Plan there would be further constraints on the funding of new bids.
- (c) That Estates costs were higher this year than previously planned due to significant rises in external utility charges.
- (d) That the Safety Factors included in the current Financial Plan were marginally lower for each year compared to those included in the 2005 Financial Plan.
- (e) That, based on the AUT pay claim, percentage increases in salaries over the next three years of 7%, 6%, then 6% respectively had been modelled and thus resulted in a deficit by 2009-2010 of no less than £7m without the inclusion of any new bids.
- (f) That significant increases in research income had been projected within the Financial Plan across all Faculties and notwithstanding the completion of the WMG Premium Automotive Research and Development programme.

RESOLVED:

That, following further preparation by the Financial Plan Sub-committee, a draft of the University Financial Plan for the period of 2006 to 2010 be submitted to the next meeting of the Strategy Committee.

16/05-06 University Capital Plan

CONSIDERED:

A paper outlining the range of University capital projects under discussion over the financial planning period (JCSSC.11/05-06).

REPORTED: (by the Vice-Chancellor)

- (a) That the University Capital Plan was still under preparation, that further scrutiny of individual projects would be undertaken within the context of the Plan, and that a priority ranking of capital plan projects had not yet been determined but would be a matter for further discussion by the Financial Plan Sub-Committee.
- (b) That, while the rationale for a number of proposed capital developments was acknowledged, consideration would be given to possible alternative means of satisfying the accommodation requirements across the University within resource constraints, particularly in relation to the proposed Mathematics and Statistics extension, the new Medical School Building, the scale of the Milburn House extension and the redevelopment of the Union of Students.
- (c) That, while it was recognised that the University community would benefit from refurbishment of the Warwick Arts Centre, particularly the seating in the Butterworth Hall, the wider renovation plans for the Arts Centre would need to be considered further and opportunities for obtaining external funding to support refurbishment ambitions would be explored.
- (d) That the proposals for the building of additional student and staff residential accommodation would be the subject of further discussions including potential construction on the University's Coventry land.
- (e) That planning for the Lakeside social facilities and the Estates Office building were underway and that the relocation of Estates would provide some potential for the expansion of the Warwick Medical School.
- (f) That the redevelopment of the Westwood site was underway including the building of the new Art and Design block and the CETL Reinvention Centre.

RESOLVED:

- (a) That the Pro-Vice-Chancellor (Campus and the Community) and the Director of Estates in consultation with the Director of Finance prepare and submit a revised Summary Capital Plan to the next meeting of the Strategy Committee.
- (b) That the following points be taken into consideration when revising the University Summary Capital Plan:
  - (i) The findings of the Accommodation Review Group including the reported need for office space expressed by all Faculties and the fact that pressure on the existing academic staff accommodation would rise as a result of projected increases in research grant and contract awards.

- (ii) Where appropriate, the space requirements of postgraduate research students.
  - (iii) The growing need for advanced information technology facilities in a number of areas of the University including high quality video conferencing facilities.
- (c) That the Vice-Chancellor bring forward a paper setting out the proposed features and benefits of the 'Learning Centre' for consideration by the Strategy Committee at its next meeting.

17/05-06 Undergraduate Student Population

CONSIDERED:

A paper on the proposed long-term University policy on undergraduate home/EU and overseas student populations (JCSSC.12/05-06).

RESOLVED:

- (a) That the overall long-term University policy on undergraduate home/EU and overseas student recruitment be to maintain stability in overseas undergraduate student number growth across the 2006-2010 planning period, with the aim of overseas undergraduates comprising not more than 20% of the total University undergraduate student population.
- (b) That in revising the University's policy on overseas undergraduate student recruitment, the University, through the International Office, seek to maintain and improve the high quality and increasing diversity of the University's overseas student intake at undergraduate and postgraduate levels.
- (c) That the Academic Registrar and Director of the International Office prepare a paper for discussion with Heads of Academic Departments to assist in determining the desired balance of home/EU and overseas undergraduate and postgraduate taught students within their department within the context of the University's overseas international and Home/EU student number strategies.
- (d) That, in line with the desired growth in postgraduate research students numbers, the University continue to seek to increase the number of high quality students enrolled on postgraduate research degrees.

18/05-06 Key Performance Indicators (minute 10 (c)/05-06 referred)

CONSIDERED:

A paper prepared by the Deputy Registrar setting out updated University wide Key Performance Indicators (JCSSC.13/05-06).

RESOLVED:

- (a) That the datasets provided for the University Key Performance Indicators were appropriate to monitor the University's performance against key elements of the University's mission, subject to:
  - (i) An amendment of KPI 2 to show research income divided by total primary income (research plus teaching) rather than by total income.

- (ii) The inclusion of data, when available, relating to esteem indicators and graduate progression.
- (b) That the Deputy Registrar prepare for consideration by the Strategy Committee at a future meeting data extrapolating the University's trajectory of performance against the University KPIs.

19/05-06 Warwick Business School Advisory Board

CONSIDERED:

A paper setting out proposed revisions to the constitution of the Warwick Business School Advisory Board to provide for the appointment ex officio of the Chair of the Alumni Board, the Chair of the Executive Programmes Board and the Chair of the Founders' Association (JCSSC.14/05-06).

RESOLVED:

That the proposed revisions to the constitution of the Warwick Business School Advisory Board be approved as set out in paper JCSS14.05-06.