

UNIVERSITY OF WARWICK

SENATE

Minutes of the extraordinary meeting of the Senate held on Wednesday 14 February 2007

Present: Vice-Chancellor (Chair), Dr J Ahearne, Professor S Bassnett, Ms A Bell, Professor L Bridges, Professor A Caesar, Dr L Campbell, Professor M J Cooper, Professor J Davis, Professor T Docherty, Mr B Duggan, Professor P Edwards, Professor M Finn, Professor R Freedman, Mr A Gumusay, Professor M Harrison, Professor R Higgott, Professor J D S Jones, Dr J Kidd, Professor S Kumar, Professor K Lamberts, Professor R Lindley, Ms C Longworth, Professor M Luntley, Professor P Mack, Dr J MacPherson, Professor A Phizacklea, Professor E Peile, Dr A M Price, Dr C Sparrow, Professor M Waterson, Professor M Whitby, Professor V Zammit.

Apologies: Professor C Aubrey, Professor S Bright, Professor E Carter, Professor Y Carter, Professor J Davey, Professor J Gardner, Professor A Harris, Dr C Hughes, Professor G Hundt, Professor S B Palmer, Dr J Read, Professor M Smith, Professor S Thornton, Academic Registrar.

In Attendance: Director of Finance, Director of Warwick International, Registrar, University Secretary, Ms C Leaver, Ms Y Salter Wright.

45/06-07 Warwick's Future Consultation

CONSIDERED:

- (a) Presentations from the Vice-Chancellor on:
 - (i) The key questions posed to the University as part of the Warwick's Future consultation exercise.
 - (ii) The themes and proposals emerging from the Warwick's Future consultation exercise.
 - (iii) The process for development of the University's Strategic Plan.
- (b) A presentation from the Registrar on the timetable for developing the University's Strategic Plan.

REPORTED:

(by the Vice-Chancellor)

- (a) That the key challenges facing the University were as follows:
 - (i) Finding the appropriate balance between quality and quantity in both the size and shape of the University;
 - (ii) Ensuring a high profile University research operation supporting growth, expansion and increased quality;
 - (iii) Delivering high quality and distinctive teaching;
 - (iv) Achieving international recognition for excellent research and teaching;
 - (v) Strengthening the University's sense of campus community and enhancing opportunities for engagement of staff, students, alumni and lay members in the life of the University;
 - (vi) Developing mutually-beneficial ideas to improve the standing and competitiveness of the Region;

- (vii) Accelerating growth in all of the University's five income-generating activities: teaching, research, industrial income, earned income and fundraising.
- (b) That the consultation process to date included the publication and wide circulation of the Warwick's Future consultation document requesting the submission of ideas, a well attended and externally-facilitated discussion event, the review of the ideas submitted by a Primary and Senior Panel with broad representation from across the University and a presentation and discussion session with Heads of Departments.
- (c) That the consultation process had identified a number of ideas for further development and consideration, a number of which were already being implemented (marked with an asterisk below), including:
- (i) The creation of a world renown Institute of Advanced Studies*;
 - (ii) 'Research Sandpits' supporting potential interdisciplinary activities;
 - (iii) Establishment of an Electronic University Press;
 - (iv) Introduction of a University Literary Prize*;
 - (v) Establishment of a Warwick Commission*, bringing together international bodies and leaders to discuss key global issues;
 - (vi) Establishment of a Public Sector Park, providing facilities for public sector bodies which have key links with Warwick academic interests;
 - (vii) Warwick developing its credentials and activities in pursuit of becoming a 'Green University';
 - (viii) Creation of a 'Destination' Restaurant on campus;
 - (ix) Creation of 2* Hotel Accommodation on campus for visiting academics and friends and relatives of students*;
 - (x) Commercialisation of e-lab products;
 - (xi) Introduction of an ongoing 'Suggestions' Scheme.
- (d) That a number of smaller ideas and suggestions were being pursued including:
- (i) Job shadowing/swap and the introduction of internal 'in house' CPD programmes for staff;
 - (ii) Amendments to staff cards to remove direct reference to staff category;
 - (iii) Increasing recycling in student and staff residences;
 - (iv) Increasing the number of cashpoints and retail outlets;
 - (v) Introduction of a University Open Day incorporating Inaugural lectures;
- (e) That the current areas of focus for the University Strategic Plan were as follows and that a number of potential objectives had been identified within each area which would be developed for inclusion in the draft Strategic Plan:
- (i) Research
 - (ii) Teaching and Learning
 - (iii) Internationalisation
 - (iv) Region
 - (v) Community
 - (vi) Income
- (f) That the University Strategic Plan would include the University's mission, values and ambitious goals while a more detailed implementation plan would set out how the University would achieve those goals in a way which was distinctive to Warwick.

- (g) That the implementation plan would identify clear accountabilities for the various areas of activity to be pursued and the timelines within which achievements would be made.
- (h) That the lifespan of the University Strategic Plan was notionally five years, that the broad Strategy developed would be adaptable to changing circumstances and that the new University Strategic Plan would be reviewed formally after two years.

(by the Registrar)

- (i) That over 350 responses, including over 17 departmental responses, had been received as part of the consultation process to date, with additional ideas being generated by the over 250 members of staff and students who participated in the Discussion Event.
- (j) That an initial draft University Strategic Plan would be considered at the meetings of the Senate on 14 March and the Council on 21 March prior to further development and consideration at the Summer Term Faculty Lunches, and the final draft University Strategic Plan would be considered at the summer term meetings of the Senate and the Council.
- (k) That it was expected that the University would continue to generate ideas through the University's financial planning process and that routes would be created for the introducing new and smaller initiatives which were not included in the main University Strategy Implementation Plan.
- (l) That the University Strategic Plan would include the University's mission and statement of values and would be of no longer than 4-6 pages in length, while the more detailed Implementation Plan was expected to be approximately 20-25 pages.
- (m) That consideration would be given to publishing in some form the submissions made by members of the University to the initial call for proposals within the Warwick's Future consultation.

RESOLVED:

That the following points made in discussion be noted:

- (a) That, since University financial and time resources were finite, consideration would need to be given to the discontinuation of some current activities in order to pursue new initiatives which will have greater congruence with the University's strategic development.
- (b) That there would be great value in considering potential themes which cut across the current areas of proposed focus within the University Strategy, as set out in (e) above, and that bringing together and focussing on the delivery of these cross-cutting themes in an innovative way might provide a distinctive approach to strategic development for the University.
- (c) That consideration should be given as part of the implementation process as to whether the structures of the University are the most appropriate and effective for the successful attainment of the goals set out in the University Strategic Plan.