

**The University of Manchester**

**GENERAL ASSEMBLY**

Wednesday, 18 June 2014

Present: The Chancellor (Mr Tom Bloxham) (in the Chair), the Pro-Chancellor and Chair of the Board of Governors, the Pro-Chancellor, the President and Vice-Chancellor, Professor Leon Aarons, Mr Tony BK Aggarwal, Professor Clive Agnew, Mr Kabir Ahmed, MBE, JP, DL, Councillor Ms Shan Alexander, Professor Stuart Allan, Mrs Janet E Argust, Mr Tony J W Attard, Dr Michael Keith Bane, Dr Paul C Banford, Mrs Catherine Barber-Brown, Mr Nicholas Bent, Ms Emma Bilsbury, Professor Sir Robert Boyd, Mr Christopher J Boyes, Councillor Dylan Butt, Professor Stephen Campbell, Councillor Kate Chappell, Mr Stefan Cholewka, Mr Brian Clancy, JP, Mr Steve Connor, Mr Michael Crick, Mr Salil Deena, Councillor Mrs Cynthia Dereli, Mr Trevor Dewse, Canon Michael A Evans, Mr Brian Falder, Mr Matthew Foulkes, Professor John Garside, CBE, Ms Jacqui Grant, Mr James Hancock, Mr Michael Hardacre, Mr Douglas Harrison, Mr Richard Hassan, Miss Laura Hill, Mr Vidar Hjordeng, Miss Margaret Holt, Dame Susan Ion, OBE, Mr Leslie Jones, Mr John Kershaw, Mr Mohammed Wakkas Khan, Dr Kai Hung Lee, DL, Mrs Christine Lee-Jones JP, Mrs Susan Lipton, Miss Tracey Lowe, Dr Neil McArthur, Mr J Anthony McDermott, Mr Roger P Milburn, CEng, Mr Steve Mole, Mr Ian Munro, Mr David Newton, Dr Rodger Pannone, DL, Mrs Janet D Pickering, Dr Andreas Prokop, Dr Thurai Rahulan, Ms Damaris Richards, Mr Neville Richardson, Mr David Ryan, Canon Maurice Smith, Mr Philip Smith, Ms Helen Stevens, His Honour Judge Stockdale, Mr Richard Taylor, Ms Louise Timperley, Mr Matthew Valentine, Councillor Denise Ward, Mr Andrew Watson, Dr Vincent Wilkinson (72).

In attendance: The Registrar, Secretary and Chief Operating Officer, the Deputy Secretary, the Director of Finance, the Head of Corporate Accounts, and Mr Steven Falder.

**1. Minutes**

The minutes of the meeting held on 22 January 2014 were approved.

**2. Report on issues raised at the last meeting**

A report was provided, for information, on the question and answer session held at the meeting on 22 January 2014.

**3. Membership of the General Assembly**

The Registrar, Secretary and Chief Operating Officer reported that since the last meeting of the General Assembly:

- (1) The following have been appointed or co-opted to membership:

In Category 2

Mr Paul Lee, High Sheriff of Greater Manchester

Councillor Susan Cooley, Lord Mayor

His Honour Judge Stockdale QC, Honorary Recorder of Greater Manchester

Honorary Member

Admiral Sir John Kerr, formerly Pro-Chancellor of the University.

#### 4. Report from the Nominations Committee

**Received:** The Chair of the Committee, Mrs Gillian Easson, presented the Committee's main report. The report contained recommendations on membership of the General Assembly from 1 September 2014 and a report on the Committee's activity through the year.

**Reported:**

- (1) The membership of the Committee is:

The Pro-Chancellor (Mrs Gillian Easson) (*in the Chair*)

The following three members of the Board of Governors, appointed by the Board, from the categories of membership indicated:

Lay: Mr Andrew Spinoza

Senate: Professor Chris Taylor

Staff: Ms Iram Kiani

The following four lay members of the General Assembly, appointed by the Board on the nomination of the General Assembly:

Professor Sir Robert Boyd  
Mrs Elizabeth France, CBE, FRSA  
Mr James Hancock  
Mr Wakkas Khan  
Mrs Janet Pickering

- (2) The Committee's principal matters of business are:

- to recommend to the Board of Governors appointments and re-appointments to Category 2 of the Board (lay members);
- to recommend to the Board of Governors re-appointments to Category 3 of the General Assembly (lay or former members of the Board who are not otherwise members of the General Assembly);
- to recommend to the Board of Governors appointments to Category 9 of the General Assembly (lay members appointed by the Board);
- to recommend to the General Assembly co-optations to Category 10 of the General Assembly (members co-opted by the General Assembly);
- to recommend to the General Assembly the appointment to be made to the office of Pro-Chancellor;

- At regular intervals, to recommend to the Board on the representation afforded by the sponsoring organisations within Categories 5 through 8 of the General Assembly.

This report provides the Committee's recommendations to the Board of Governors for appointments and/or re-appointments to the Board of Governors in Category 2 and appointments and re-appointments to the General Assembly in Category 9.

(3) To assist it in these tasks, the Committee received:

- statements of appointments terminating on 31 August 2014 in Category 2 of the Board of Governors and in Categories 9 and 10 of the General Assembly;
- details of the full lay membership of the Board of Governors and the remaining membership of Categories 9 and 10 of the General Assembly, including data with respect to a broad balance within those memberships in terms of gender, ethnicity, and above all experience and expertise specifically as regards their benefit to the University;
- details of the applications and testimonies from and concerning applicants following an appeal within the University and externally for suitably experienced individuals.

(4) In the course of its deliberations, the Committee has recognised the continuing need to appoint new people with a record of achievement, within or outside their substantive careers, which can be applied in a variety of ways to the University's benefit to the Board of Governors and to the General Assembly. At the same time, the Committee has endeavoured to ensure that the overall range of expertise across the Board's lay membership continues to reflect the needs and aspirations of the University, as well as helping to fulfil the requisite responsibilities for proper institutional governance, and that the overall lay membership of the General Assembly is representative of the diversity of the University and of the communities served by it.

(5) Following detailed discussions, the Committee agreed to make the following recommendations for appointment/re-appointment:

(1) For appointments/re-appointments to the Board of Governors in Category 2

That the following individual should be appointed to the Board of Governors, for a period of three years from 1 September 2014:

Mr Edward Astle

Biographical information is provided in Appendix 1

(2) For appointments/re-appointments to the General Assembly in Category 9

(a) That the following current members of the General Assembly be re-appointed, for a further period of three years from 1 September 2014:

Mr Tony Aggarwal  
Mr Andrew Watson

Biographical information is provided in Appendix 2(a)

- (b) That the following be appointed to vacancies arising from departures, for a three year period from 1 September 2014:

Ms Margaret McLay

Biographical information is provided in Appendix 2(b)

*Note: The recommendation within 4 (1) that has been approved by the Board of Governors, and the recommendations within 4 (2) will be presented to the Board of Governors in July 2014, and are included in this report solely for the information of the General Assembly.*

- (3) For re-appointments to the General Assembly in Category 10

Mr Nicholas Bent  
Mr Steve Connor

Biographical information is provided in Appendix 3 (a)

- (4) For appointments/re-appointments to the General Assembly in Category 10

That the following individual be appointed to the vacancy arising from a departure, for a three year period from 1 September 2014:

Mr David Watson

Biographical information is provided in Appendix 3 (b)

- (5) For re-appointments in Category 3 of the General Assembly, current and lay former members of the Board of Governors who are not otherwise on the General Assembly

That the following individuals be re-appointed to membership from 1 September 2014, for a period of three years:

Mr Brian Clancy  
Cllr Afzal Khan  
Mr Robert Hough  
Mr Neville Richardson  
Mr Anil Ruia

- (6) The University will be launching advertising and social media campaigns in June, in order to bring forward applications for membership of the Board of Governors and the General Assembly in 2015 and 2016. The campaigns will link to the University website, and the section of its governance pages that encourage suitably qualified visitors to seek involvement in the University's governance.

## 5. Election of the Chancellor

**Received:** A short report and an outline timetable on the process of appointing the next Chancellor of the University was provided. The relevant Ordinance covering the election was also

provided as an appendix to the Report, with some proposed changes concerning the re-opening of nominations and the role of scrutineers.

**Reported:**

- (1) The next Chancellor will succeed Mr Tom Bloxham, who will have served the maximum term of seven years on 31 July 2015. His successor will take up office from 1 August 2015 and s/he will be installed at a special ceremony on Foundation Day in October 2015.
- (2) Statute IV.5 describes the role:

“The Chancellor shall, if present, preside over meetings of the General Assembly and over Congregations of the University for the conferment of degrees. In the event of Co-Chancellors being appointed, then the Ordinances shall provide for one Co-Chancellor, if present, to preside over meetings of the General Assembly, and for the other Co-Chancellor, if present, to preside over Congregations of the University for the conferment of degrees. The Chancellor or, if appointed, the Co-Chancellors, may undertake such other ceremonial and formal duties as the Board may from time to time request.”
- (3) The installation of the new Chancellor should take place in autumn 2015, ahead of the first meeting of the General Assembly in the 2015/16 session, which the new Chancellor will Chair. An election will therefore be scheduled in spring 2015 and an outline timetable was provided.
- (4) Overall responsibility for the election rests with the Registrar, Secretary and COO as the Returning Officer. The Deputy Secretary and the Governance Office will oversee the election, working with the external agent appointed and drawing in additional assistance from colleagues in IT Services, Communications and Marketing and the Directorate of Development and Alumni Relations, where necessary.
- (5) Ordinance I of the University was provided as an Appendix to the paper. In preparing for the election in 2015, a number of amendments to the process are proposed. The University will be seeking approval for these changes through the Board of Governors in autumn 2014. The main revision is provided in response to concerns expressed by members of the General Assembly. This relates to circumstances to a potential situation in which only one candidate's name came forward and, where, under the current ordinance, the candidate would be declared elected without review. The suggested revision provides, in this eventuality, for the Nominations Committee and the Board of Governors to assess the individual's candidature and either confirm the result or to re-open nominations to provide another opportunity for a contest. The other changes proposed are relatively minor and are:
  - prescribing the information that will be supplied with the ballot information and therefore making clear to all participants the personal information that will be presented alongside the candidate's name,
  - as the use of an accredited and respected independent agent makes the role of the scrutineer unnecessary, this changes provides for the appointment of a scrutineer by candidates only in those circumstances where an external agent is not appointed, and
  - the University has received advice to the effect that records should be retained for a longer period than the two weeks in the original version of the Ordinance.
- (6) The General Assembly was invited to note the process, the outline timetable, and specifically, to comment upon the proposed amendments to Ordinance I, prior to its consideration by the Board of Governors.

**Resolved:** That the proposed changes to the Ordinance governing the election were supported and should be forwarded for approval by the Board of Governors.

## 6. Manchester 2020 and the Stock-take report

**Received:** The President and Vice-Chancellor, Professor Dame Nancy Rothwell, provided the General Assembly with an update on key developments that had taken place since the previous meeting. Copies of the Stock Take Report on the University were circulated in advance of the meeting and it is available at the following location:

<http://documents.manchester.ac.uk/display.aspx?DocID=20190>

### **Reported:**

- (1) During the previous year, the President and Vice-Chancellor reported that the University continued to maintain a strong financial performance and achieved some notable successes. Significant progress was made towards many of its strategic goals, but it still faced significant challenges in some areas to achieve the 'step change' that will be required to meet ambitions.
- (2) Some notable awards and successes during 2012/13 included funding from the Higher Education Funding Council (HEFCE) to support a new facility for advanced materials and manufacturing (£18 million) and the new cancer building (£13 million). The University received major awards for nuclear manufacturing (£14 million) and the Dalton Cumbria Facility (£10 million). The bid to the European Regional Development Fund for £23 million for the National Graphene Institute was supported in full. The University received £6 million from the Department for International Development for work on effective states and inclusive development, £6 million from the Department of Health for primary care research and £5 million from the Medical Research Council for the e-Health project. The University's team also won University Challenge for the second successive year. The School of Physics and Astronomy was awarded a prestigious Regius professorship by the Queen to mark her Diamond Jubilee and the inaugural Regius Professorship was conferred on Professor Andre Geim. Other key awards to individuals during the year included: Professor Martin Humphries elected Vice-President of the Academy of Medical Sciences; Professors Paul O'Brien, Robert Young and Terry Wyatt elected Fellows of the Royal Society; Professors Garth Cooper and Nancy Papalopulu elected to Fellowship of the Academy of Medical Sciences; and Professors Adisa Azapagic and Lin Li elected Fellows of the Royal Academy of Engineering. Amongst those recognised in the Queen's Birthday Honours were Professor Nicky Cullum, who was made a Dame for her services to nursing research, and Professor Rodney Brazier, who was made a member of the Royal Victorian Order for services to constitutional law.
- (3) On the research front, research grant and contract income increased by 6.2%, reflecting significant growth arising from previous awards made to the University starting to flow through. An even more encouraging sign for the future was the dramatic 37% increase in research awards. Preparations for the University's submission for the Research Excellence Framework (REF), which will assess research quality, were made during the year, culminating in 35 submissions to 30 different units of assessment. This clearly demonstrates the volume and range of internationally-leading research going on at the University. This REF exercise differs from previous national assessments because it attempts to judge the 'impact' of research on wider society as well as academic quality. The REF submission will be evaluated by a panel of experts in each discipline and the University expects to receive a judgment on our performance in December 2014.
- (4) The results of the 2013 National Student Survey (NSS) of undergraduate students show that the University had increased the University's overall level of student satisfaction by two percent to reach 85%. This was good progress, and represented an increase of six percentage points in the last two years following sustained efforts in this area. These

increases extend across individual questions (21 in total) and the President noted that it was gratifying to see substantial improvements in the challenging area of 'assessment and feedback'. There were some tremendous achievements in individual subject areas with 23 subjects achieving 90% or more overall satisfaction (up from 16 subjects in 2012). This sets the University well on the way towards its target to achieve 90% satisfaction. The University was also continuing to invest in the student experience and students had hailed the Alan Gilbert Learning Commons, which was formally opened in the summer of 2013, as a great success.

- (5) The University had also been working hard over the past year to define a sharper focus to work on Goal Three, Social Responsibility. A major consultation had been conducted with staff, students, our local community and key stakeholders (including the General Assembly) to establish the most significant contributions in this important area. Consequently, structures and activities have been realigned to focus on specific activities ensuring that can be measured and thereby demonstrate more effectively the real impact the University is making. A major campaign was launched around specific themes to demonstrate the positive difference that the University makes to the lives of people in our local neighbourhood and further afield.
- (6) Philanthropy is increasingly important. Record gift income of more than £9 million supported key elements across research, the learning experience and social responsibility. Alongside this, the University had made further progress in engaging with global alumni, with more than 1,000 former students becoming directly involved in a variety of student experience projects.
- (7) The President recognised that all of these achievements were only possible because of the hard work and dedication of staff. Their commitment to the University was reflected in their response to the staff survey, which was conducted on our behalf by Capita Surveys and Research in the Spring of 2013. An impressive 6,500 staff (71%) completed the survey and, encouragingly, 92% of respondents said they are proud to work for the University and 94% felt that the University is a good place to work - the highest proportion in the comparator benchmark group of 28 higher education institutions also surveyed by Capita Surveys and Research recently. There are areas where staff indicated that improvements could be made and the University had analysed the results and conducted consultations over the summer to inform detailed action plans that were now being implemented.
- (8) As previously reported, in early July 2013, the University raised a public bond to enable the Campus Masterplan. Rating agency Moody's issued a rating of Aa1 Stable for the University. The bond issue was nearly four times oversubscribed and raised £300 million on a 40 year basis at 4.25% annual interest. The bonds are listed on the London Stock Exchange. The fact that the University had generated a surplus and secured substantial funding to commence work on an ambitious capital programme in an uncertain economic climate should provide a valuable signal to the wider world that it was a confident and well-run institution with an ambitious vision for the future. Although first-class buildings and infrastructure are important features of any world-class organisation, the President noted that people were by far the University's most important asset and it would therefore continue to invest strategically in staff development and new appointments. Professor Rothwell also noted that it was important to emphasise that investment will mean that the University would need to make hard choices about priorities and a concerted effort would be required to make the savings and generate the income needed to continue this investment in the future.

## **7. Philanthropy and Alumni Relations**

**Received:** A presentation from Ms Lesley Dowdall, Deputy Director (Development) and Ms Claire Kilner, Deputy Director (Alumni Relations) on the University's alumni relationships and fundraising activities.

**Noted:**

- (1) That in the questions that followed the presentation, a member of the Assembly asked about the Division's use of social media in forging and cementing relationships with Alumni. The Division had an online specialist within the team, and in measures of interactivity with the alumni base were performing exceptionally strongly against Russell Group competitors, and on a comparable level with some Ivy League institutions.
- (2) That another question was asked about the total size of the alumni base as compared to those with which the Division was in contact. The Division had invested a great deal of time in data cleansing and in adding to the information held on members so that its communications can be more effectively targeted. Business contact details are held for approximately a quarter of those for whom contact has been established.
- (3) That a member of the Assembly asked about the benefits that are offered to members of the Association, and the efforts to build a sense of community amongst members. In response, the presenters outlined the benefits of membership which included access to the library catalogue, various offers and discounts, discounts on university services (including sports facilities), and access to the University's cultural assets. Greater engagement was also taking place throughout the student experience, to build the association and connections ahead of graduation so that they will endure thereafter, supported by the Association.

## **8. The University of Manchester Endowments Project**

**Received:** A paper on the ongoing University project to consolidate long standing endowments into a smaller number of endowment funds was provided, for information.

**Reported:**

- (1) The University of Manchester has over 800 endowments, with a total capital value of £154.8m and accumulated income of £14.4m as at 31 July 2013. The endowments generate a dividend income of approximately £3m per annum. Endowments range in capital value from £180 to £20.9m and date from 1850 to the present day.
- (2) An endowment is a donation in a form of charitable trust retained for the benefit of the University and can only be spent in accordance with the donor's wishes. In many cases this means that the original donation itself (known as permanent endowment) cannot be spent and only the income generated from the investment of this donation can be used. There are some endowments where the original donated amount (or "capital") can be spent but only for particular purposes as required by the donor (known as an expendable endowment). The University has received endowments from a variety of sources ranging from charities to individual legacies and from the 1850s up to the present day.
- (3) The structure of the endowment funds is considered to be unsuitable for the current operations of the University, for a number of reasons. Recent discussions with the Charity Commission highlighted that the administrative burden of the University's



current endowments portfolio may be counter to effective and efficient administration of the funds. As such, the Charity Commission advised that it would be appropriate for the University to restructure its endowments' portfolio. The Charity Commission reinforced this message at a presentation on this topic to the Board of Governors which the General Secretary of UMSU attended.

- (4) The revised structure would result in approximately 70 endowments, including over 50 post-2004 endowments. There may be some exceptions to the categories, for example where donors or family members still show an active interest in a particular endowment and would not approve of it being merged into a larger fund, a decision may be made to hold a fund separately.
- (5) A project management and communications group has been established and has been meeting approximately every three months since autumn 2012. The main focus of the Endowments Project Group to date has been as follows:
  - reviewing and agreeing the revised structure, with the Manchester Museum, Whitworth Art Gallery and Library endowments serving as “test cases”;
  - a presentation which outlines the Project and its ultimate aims has been prepared and presented to the Faculty finance teams and will be delivered to the senior management team of each Faculty by 15 May 2014; and
  - significant work has been undertaken behind the scenes researching most of the 800 plus endowments that the University holds.
- (6) In order to assist in the delivery of the key messages of the Project within each Faculty, an Academic Champion has been nominated by the Dean; such Academic Champions will be Faculty-based supporters of the Project. It is intended that each Academic Champion will help to resolve queries and concerns raised by the academic community within his/her Faculty. In addition to delivering the presentation to the senior management teams of the Faculties, it is intended that there should be some form of information gathering exercise over a defined period whereby academics and other internal stakeholders have an opportunity to respond to some of the proposals for the future set up and administration of the endowments' portfolio. There will also be some form of public communication, allowing an opportunity for interested members of the public to contact the University with their comments, and a process for resolving any concerns arising.

## **9. Date of next meetings**

The next meetings of the General Assembly will take place on Wednesday, 21 January 2015 and 24 June 2015.

**Close.**