

Unconfirmed minutes

The University of Manchester

SENATE

Wednesday, 9 May 2007

Present:

Professor Gilbert (in the Chair),

Professor Bailey, Dr Balshaw, Professor Bishop, Dr Birse, Professor Börjars, Drs Brockhaus-Grand, Browning, Professors Case, Coombs, Durell, Dr Eccles, Professors Ford, Garrod, Gaskell, Georghiou, Gleeson, Glendinning, Gordon, Green, Drs Kimber, Lane-Serff, Professor Leudar, Dr McGovern, Ms Medforth, Dr Merriman, Professor Munn, Dr Nkwenti-Azeh, Professors Pattrick, Perkins, Rubery, Ms Sigley, Mr Simpson, Professor Snook, Dr Timmerman, Professors Ulph, Vincent, Dr Wakefield and Professor Williamson (39).

For unreserved business: Miss Siobhan McGuirk, Students' Union

Invited: Professor Luker (School of Nursing, Midwifery and Social Work) Professor Gifford (School of Pharmacy), Professor Parker (School of Languages, Linguistics and Cultures), Professor Wood (School of Informatics) and Professor Thompson (School of Mechanical, Aerospace and Civil Engineering)

In attendance: The Registrar and Secretary and the Head of the Student Services Centre.

1. Minutes

Confirmed: Minutes of the meeting held on 7 February 2007 subject to the following amendments to Agendum 6(a):

In paragraph (i) *delete* 'anonymous marking' and *insert:* 'anonymous handling of marks'. In paragraph (ii) *delete* 'anonymous marking practices' and *insert* 'procedures for anonymous handling of marks'.

2. Matters arising from the minutes

(a) Agendum 2(b): Dissolution of the School of Informatics

Reported:

That the process of assimilating staff from the School of Informatics following its dissolution was ongoing. A total of eight administrative staff had been comprehensively integrated to roles within the University and seven staff had been granted early retirement. Of the academic staff, 18 were transferring to the School of Computer Science, 16 to Manchester Business School and one to the School of Electrical and Electronic Engineering. Five early retirements had been agreed and one case remained to be resolved. In the School of Computer Science staff had been assigned to the most appropriate staff group while in the Manchester Business School the current review of the existing Divisions School-wide meant that arrangements had yet to be finalised. All transferring staff had been allocated administrative responsibilities in their respective new School. In the meantime, the next major step would be the physical relocation of these staff to their new Schools.

During the ensuing discussion the following points were made:

- (a) Resource to complete the estates work required in the Manchester Business School and in the School of Computer Sciences was vital if the staff to be transferred from Informatics were to be properly located in their new Schools. It would also be necessary to ensure that doctoral students were accommodated in close proximity to their supervisors.
- (b) Decisions relating to these matters are the business of the Capital Monitoring Group.
- (c) The students on undergraduate programmes of study which were currently the responsibility of the School of Informatics would be assigned to either the Manchester Business School or the School of Informatics where key staff had been assigned responsibility for them.

3. Statement by the President and Vice-Chancellor

The President and Vice-Chancellor provided an oral supplement to his written statement:

He noted that that it was important to understand the current *Budget Management and Control Plan* within the context of the University's overall ambitions and the *Manchester 2015 Agenda*. Since *Project Unity* there had been justified buoyancy about the progress that had been made across all areas except revenue generation. A number of strategic decisions had been taken. Most significant, in common with all other Russell Group universities, had been the build up of staff in advance of the Research Assessment Exercise in order to optimise performance and future funding potential. However, in other areas of the University's plan where development had been predicated on increased revenue generation the levels achieved to date had not been sufficient to sustain growth at the current rate. Nevertheless, he was confident that there was considerable potential that had yet to be exploited, not least the University's Manchester location that continued to be a popular destination for both home and international students. It was notable that, historically, in comparison with peer institutions overseas relatively little effort had been put into international student recruitment at either of the predecessor institutions. Many of the procedures and processes for recruitment and admission had been under-developed e.g., response times for decision making. However, in recent months considerable progress had been made in this regard and particular thanks were due to the many colleagues that had contributed to this achievement. In the meantime, the 1 December 2007 census date would be a pivotal point for the demonstration of the University's capability to meet the revenue targets it had set itself.

He further explained the coincidence of the developments above with the need at the same time to address the structural inefficiencies in the University that had been inherited as part of *Project Unity* and which it had always been recognized would need to be managed at this point in the overall plan. Consequently, the University was entering a period of consolidation. There would be a slow down in the growth of the academic staffing complement following the recent pre-RAE expansion. Similarly, the scheduling of the University's capital development programme would be reviewed pending the implementation of a planned schedule of divestment of non-strategic assets surplus to long term requirements. In the meantime, action was underway in relation to the reduction in payroll cost. Namely,

- the tight oversight and management of current vacancies and / or new appointments;
- the tight management of normal staff turnover; and
- the introduction of provisions for voluntary severance and voluntary early retirement.

It was vital both to manage the finances of the University to ensure that a surplus was achieved in 2008-09 while, at the same time, ensuring that skilled, talented, high performing individuals were retained and continued to be judiciously appointed.

In recognition of the imperative to achieve financial surplus in 2008-09, Finance Committee had established a special Sub-Committee to monitor the implementation of the Action Plan on behalf of the Board. Initial indications were that the measures implemented were already having a beneficial effect.

During the ensuing discussion the following points were made.

- (a) It was considered that the University's overall recruitment effort and the associated processes and procedures with its emphasis on 3 to 5 day turnaround compared well with peer institutions overseas, were on a par with a number of Russell Group universities and out performed many other key national competitors.
- (b) There was nothing to be gained from a strategy to reduce tuition fees for international students in order to increase the numbers recruited. They would have to be reduced substantially to be competitive with institutions in Australia and the United States. Furthermore, to do so would send out the wrong message with regard to the reputation and quality of the University. Instead the focus should be on the ways in which scholarships and bursaries might be used to attract students. It was notable that at a recent meeting of alumni in the United States considerable interest was expressed in the possibility of funding bursaries for students in need.
- (c) The status of asylum seekers for tuition fees purposes was the subject of national policy and an issue for the HE sector nationally. The University would monitor any developments with regard to this matter. In the meantime, the only option was to consider the ways in which bursaries or other awards might be made available to this group of students.

Several members of the Senate expressed their concerns about the league table of universities that had been published recently in the Guardian. The University of Manchester had not performed particularly well which it was felt could have a detrimental effect on its reputation and on future recruitment. Not only was the methodology used unclear it was not apparent that the University monitored systematically its performance in this and similar publications in order to manage better the data it reported externally and to understand its effect on externally published rankings.

During the ensuing discussion it was noted that the University had in the past engaged in a lengthy dialogue with the Guardian about their league tables and the methodology used which had culminated with a visit from the Education Editor. It was, therefore, both disappointing and frustrating that the issues raised did not appear to have been addressed. It was perhaps of some comfort that HEFCE had recently sought tenders for a contract to investigate the business of rankings and league tables in this country while, internationally, work was underway to seek to establish some norms and standards to guide the compilation of league tables. In the meantime, it was **agreed**:

That the Head of the Planning Support Office be asked to convene a group of interested Heads of Schools, or their nominees, to consider the issues raised during the discussion and to submit a report to the next meeting of Senate. (*Action*: Registrar and Secretary)

4. Vice-President (Research)

Reported:

- (a) That the principal routes through which support for research and graduate education within the University was coordinated were:

- the University Research Group comprising the Associate Deans for Research, representatives of the Research Office and the two Vice-Presidents (Research) and meeting bi-weekly;
 - the University Graduate Education Group comprising the Associate Deans for Graduate Education, representatives of the Research Office and the Associate Vice-President (Graduate Education) and meeting bi-weekly;
 - the University Research and Graduate Education Group comprising the Associate Deans for Research and for Graduate Education, together with representatives of the Research Office and the two Vice-Presidents (Research) and meeting several times during the year.
- (b) That the University Research Group remained necessarily focused on the Research Assessment Exercise. Returns had been drafted for all Units of Assessment and thoroughly reviewed at Unit, Faculty and at University level by a small team comprising the Vice-Presidents (Research), the Associate Vice-President for Graduate Education and several key individuals with particular experience of the last assessment exercise. Final decisions still to be made with respect to the inclusion of some colleagues would be taken on the basis of their most recent activities as well as a strategic assessment of the most beneficial approach for the University as a whole. Current indications were that the numbers of staff who it was expected would be included in the University's submission were roughly equivalent to the combined numbers submitted in 2001 by the predecessor institutions. To date there had been only one case in which a member of staff had challenged the decision that had been taken about their inclusion.
- (c) That a strategic review of the administration of research within the University was underway. As part of the current broader review of administration it was being completed by a small task group that would consider the views of different constituencies across the University.
- (d) That during the last month major effort had been expended across the University on the preparation of approximately 200 research proposals to the EU, including 20 to the European Research Council for the Starting Independent Investigator Grants. Although EU grants tended to involve considerable administrative input they represented an important component of the University's international research strategy.

5. Associate Vice-President (Teaching and Learning)

- (a) Assessment Framework
- (i) Assessment of exchange students

Reported:

That work was continuing to ensure the alignment of policy on assessment with policy on encouraging exchanges to ensure the maintenance of standards and fairness to students on exchanges and to other students assessed on the same material.

- (ii) Feedback

Reported:

That work was continuing to revise the principles of assessment in order that they reflect the University's Equality and Diversity policy more explicitly and to clarify the policy on retaining work produced for summative assessment.

(iii) Policy on examinations

Received: a copy of the policy on examinations prepared by the Vice-President (Teaching and Learning) and agreed by the Teaching and Learning Group (TLG) following consultation in each of the Faculties.

Agreed: that the Policy on examinations be endorsed subject to:

An amendment to paragraph 18 in the policy in order to clarify that the instruction does not refer to the examination paper.

A redraft of paragraph 6 in the accompanying guidance to students and the addition of an instruction that students must take their student ID card (swipe card) to the examination room

(iv) Policy on submission of work for summative assessment

Received: a copy of the policy on submission of work for summative assessment prepared by the Vice-President (Teaching and Learning) and agreed by the Teaching and Learning Group following consultation in each of the Faculties.

Noted:

(a) That the policy was intended to provide a framework within which Schools could operate while at the same time allowing for differences in practice locally.

(b) Concerns regarding the intention of the statements referring to responsibilities included in paragraphs 2 and 3 of the policy as well as the practicalities of administering what had been described.

Agreed: that the Policy be redrafted to clarify the intentions of the statements included in paragraphs 2 and 3 and that it be resubmitted to Senate in due course for further consideration. (*Action:* Vice-President (Teaching and Learning))

(b) Collaborative Provision Audit

Reported:

That the final report on the Collaborative Provision Audit conducted earlier in the year had been published by the QAA

(c) Placements

Reported:

That the QAA had produced a draft revision of Section 9 of the Code of Practice on work-based and placement learning on which comments were required by 1 June 2007. While the revision did not appear problematic it would provide the occasion to review the University's framework for placements.

6. Manchester International College

Received: a paper *Manchester International College: Establishing Pre-Degree Programmes for International Students in Manchester* which had been prepared by the Vice-President (Innovation and Economic Development) and set out the University's position and the approach it was taking to establish an International College. (*Note:* this paper had been circulated electronically to all members of Senate).

Noted:

- (a) That many international students required preparatory courses (commonly called 'Foundation year' programmes) before studying at a UK University. They benefitted from living and studying in the UK for a year prior to entering their chosen degree programme. Traditionally, such foundation programmes had either been delivered by Further Education Colleges or by universities using their own staff and facilities. To date these programmes had been a source of good quality international students for the University but on a rather limited scale.
- (b) That a new International College would have the potential to provide the University with a large guaranteed stream of international students with their associated income that would complement existing recruitment channels and respond to the increasing demand for academic preparation programmes.
- (c) That there were already eight international colleges linked to universities within the UK with signs that this will increase to 20 in the next five years. Without being part of this development the University would be at risk of losing international market share to other UK universities and not meeting its international student targets.
- (d) That a project team chaired by the Vice-President (Innovation and Economic Development) and consisting of representatives from across the University had developed a specification of Manchester's preferred model and a tendering brief. Through the process the team had consulted with colleagues in their respective constituencies and had taken account of the issues that had been raised such as the University's existing English Language provision and the Engineering and Physical Sciences Foundation Year Programme.

During the ensuing discussion the following points were made.

- (a) A concern that there had been no mention of the School of Mathematics and its role in the delivery of service teaching to students from a range of disciplines across the University alongside the points made regarding English Language and the Engineering and Physical Sciences Foundation Year programme. Similarly, there had been no mention of the Faculty of Life Sciences Foundation Year delivered in partnership with Xavarian College.
- (b) Surprise that there had not been wider consultation before the matter was presented to Senate and a concern that given the number of questions that the project raised it would have been preferable to have had a discussion sooner. Particular issues related to the numbers of students it was envisaged would be recruited via the International College, the academic disciplines that would be involved and the relationship of the University with the external partner selected.
- (c) In developing the project due consideration had been given to issues of quality and standards. To this end the University would validate all the pre-degree programmes for international students and, therefore, would be able to ensure that the University's high standards and reputation for academic excellence would be maintained. Furthermore, the partnership would be reviewed every five years in accordance with the University's Collaborative Policy. Similarly, while the numbers of students planned for in this initiative were aspirational they had been based on an analysis of current and anticipated demand and were consistent with the scale of similar projects at other institutions. Revenue generation was vital to the advancement of the University's strategic plan.

- (d) The process of establishing an International College would continue through May and June 2007. The final decision as to whether a contract would be awarded would be taken at the end of July 2007. Throughout this process discussion would continue with relevant Faculty representatives. The Vice-President (Innovation and Economic Development) would report further to the next meeting of Senate in June. (*Action: Vice-President (Innovation and Economic Development)*)

7. Nominations for the award of an honorary degree

Received: for consideration, and onward transmission to the Board of Governors, two nominations agreed by the Awards and Honours Group for the award of an honorary degree at ceremonies to be held in autumn 2007.

Agreed:

That the nominations be forwarded to the Board of Governors.

8. Matters for report to Senate

- (a) Elections to the Senate from 1 September 2007

Further to the call for nominations, the following have been elected unopposed with effect from 1 September 2007 to 31 August in the year indicated, there being no requirement for ballots:

Faculty of Engineering and Physical Sciences (4 places)

- *Professor Michael C Birse (2010)
- *Dr Judith A McGovern (2010)
- *Professor Lin Li (2010)
- Professor Hong Wang (2010)

Faculty of Life Sciences (3 places)

- *Dr Carsten Timmermann (2010)

Faculty of Medical and Human Sciences (4 places)

- *Dr Isobel P Braidman (2010)
- Mrs Geraldine Lyte (2010)
- *Ms Susan Medforth (2010)
- Dr Alison Qualtrough (2010)

Note: ‘*’ denotes a member re-elected.

Seven nominations were received for the four places available within the Faculty of Humanities and therefore a ballot was required. The result of the ballot is as follows:

Faculty of Humanities (4 places)

- Professor Tony Addison (2010)
- Professor Ruth J Boaden (2010)
- Professor Matti Häyry (2010)
- Dr Anne McBride (2010)

- (b) Report on exercise of delegations (on behalf of Senate and the Board of Governors)

Professorial appointment

The following appointments have been approved on behalf of Senate and the Board of Governors:

Chair of Immunology

Werner Muller, PhD (Cologne), previously Professor of Experimental Immunology at the Helmholtz Centre for Infection Research (Braunschweig, Germany), as Bill Ford Professor of Immunology (in the Faculty of Life Sciences) from 1 October 2006.

Chair of Neuroscience

Annmarie Surprenant, BSc (Illinois), PhD (Monash), previously Professor of Cellular Physiology at the University of Sheffield, as GSK Professor of Neuroscience (in the Faculty of Life Sciences) from 1 March 2007.

Chair of Particle Physics

Stephen Watts, BSc (Queen Mary College), PhD (Queen Mary College), previously Professor of Sensors and Instrumentation at Brunel University, as Professor of Particle Physics (School of Physics and Astronomy) from 26 January 2007.

Chair of Toxicology

Ian Kimber, BSc (Manchester), MSc (Manchester), PhD (Manchester), at present Head of Research, Syngenta Central Toxicology Laboratory, as Professor of Toxicology (Faculty of Life Sciences) from 1 July 2007.

***Ad Personam* Promotional Chair in Applied Mathematics**

Matthias Heil, PhD (Manchester) previously Reader in Applied Mathematics at this University, as Professor in Applied Mathematics (in the School of Mathematics) from 1 December 2006.

Change of professorial title

Acting on behalf of Senate and the Board of Governors, the President and Vice-Chancellor has approved a change in the professorial title held in the School of Physics and Astronomy by Professor Tom Mullin, such that it should be 'Professor of Physics' (*in lieu* of Professor of Condensed Matter Physics).

- (c) New undergraduate and taught postgraduate programmes

The following new and amended undergraduate and taught postgraduate programmes have been approved by Faculties, and ratified by the Vice-President (Teaching and Learning), during the 2006-07 session. Unless otherwise marked, the programmes will start in the 2007-08 session.

Faculty of Humanities

Undergraduate

BA Honours Chinese and Screen Studies, full-time
 BA Honours English Language and Screen Studies, full-time
 BA Honours French and Screen Studies, full-time

BA Honours German and Screen Studies, full-time
 BA Honours Italian and Screen Studies full-time
 BA Honours Portuguese and Screen Studies, full-time
 BA Honours Russian and Screen Studies, full-time
 BA Honours Spanish and Screen Studies, full-time
 BA Honours Latin American Studies and Screen Studies, full-time
 BA Honours Linguistics and Screen Studies, full-time
 BA Honours Middle Eastern Studies and Screen Studies, full-time.
 (all the above for September 2008 entry).

Postgraduate

*MA Arab World Studies, full-time, (collaborative programme with University of Edinburgh)
 *MA Architecture and Urbanism, full-time or part-time (joint programme with Manchester Metropolitan University, retrospective approval for September 2006 entry)
 MSc Chinese Business Studies, full-time
 Master of Laws, new pathway in Law and Development, full-time or part-time
 MSc Organisational Psychology, MSc Managerial Psychology, change to programme structure
 MA/PG Diploma Political Science, new pathway in Gender Politics and Policy, full-time or part-time
 MA/PG Diploma Translation Studies, change of title to MA Translation and Interpreting Studies, full-time or part-time.

* indicates validated or joint programme

9. Any other business

There was no other business.