

Confirmed minutes

The University of Manchester

BOARD OF GOVERNORS

Wednesday, 18 May 2011

Present:

Mr Anil Ruia (in the Chair),

President and Vice-Chancellor, Dr Stuart Allan, Mr Stephen Dauncey, Mrs Gillian Easson, Professor Peter Eccles, Professor Colette Fagan, Professor Maggie Gale, Dame Sue Ion, Councillor Afzal Khan, Mr Paul Lee, Dr Keith Lloyd, Dr Anne McBride, Professor Nancy Papalopulu, Mr Peter Readle, Dr Brenda Smith, Ms Kathleen Tattersall, Dr John Stageman, Dr Andrew Walsh and Mr Gerry Yeung. (17)

By invitation: The Deputy President and Deputy Vice-Chancellor.

For unreserved business: Ms Sarah Wakefield, General Secretary, University Students' Union.

In attendance: The Registrar and Secretary, the Deputy Secretary, the Director of Human Resources, the Director of Finance, and the General Counsel.

1. **Declarations of Interest**

Noted:

That the declaration of interest made by the Chair, Mr Anil Ruia, in relation to his role on the HEFCE Board, previously declared in the session, remained relevant to some items on the agenda.

2. **Minutes**

Confirmed: The minutes of the formal session held on 13th April 2011, and the session held on 23rd March 2011, as part of the Planning and Accountability Conference.

3. **Matters arising from the minutes**

Received: A report summarising actions consequent on decisions taken by the Board.

4. **Chairman's report**

Received: A report from the Pro-Chancellor, on the work of the Nominations Committee in the year.

Reported:

(1) (a) That the membership of the Nominations Committee is:

The Pro-Chancellor (Sir John Kerr) (*in the Chair*)

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

Lay: Mrs Gillian Easson

Senate: Dr Stuart Allan
Staff: Ms Debra Dickson

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

Mrs Janet Pickering
Mr Brian Clancy, JP
Mrs Elizabeth France, CBE, FRSA
Mr James Hancock
Dr Ronald Catlow

- (b) That 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. The exercise was last conducted in 2008 and will be repeated in 2012.

The report provided the Committee's recommendations to the Board of Governors for appointments and re-appointments to the Board of Governors in Category 2 and appointments and re-appointments to the General Assembly in Categories 3 and 9.

- (2) That to assist it in these tasks, the Committee received:
- statements of appointments terminating on 31 August 2011 in Category 2 and Category 3 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 within the "pool" of suitably experienced individuals established by the Committee.
- (3) That in the course of its deliberations, the Committee recognised the need to appoint to some new people with a record of achievement, within or outside their substantive careers, which could 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 had 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.

- (4) That a further means by which the Committee approached its tasks included consideration of the 'pool' of suitably experienced individuals created previously. In the previous year, the Committee successfully advertised nationally and locally (in the Sunday Times, MEN, and on the Cabinet Office Website) to add further individuals to this pool, and a number of successful candidates will be recommended for appointment as members of the General Assembly from 1 September 2011 in Categories 9 and 10, with some names being retained for consideration under appointment rounds in subsequent years.
- (5) That a further report from the Nominations Committee, including recommendations from the Committee in respect of the role of the Pro-Chancellor, and in respect of Category 10 of the General Assembly membership, will be submitted to the meeting of the General Assembly on 15th June 2011.

Resolved:

- (1) That the following current members of the Board of Governors be re-appointed to Category 2, for a further period of three years from 1 September 2011:

Mr Robert Hough
Mr Anil Ruia

Biographical information is provided in Appendix 1(a).

- (2) That the following be appointed on the Board's endorsement, for a period of three years, as a new member of the Board of Governors in Category 2 to fill the vacancy that will arise on the departure of Ms Kathleen Tattersall:

Mr Neville Richardson

Biographical information is provided in Appendix 1(b).

- (3) The Committee recommends that the following former member of the Board of Governors be re-appointed in Category 3 of the General Assembly, for a period of three years from 1 September 2011:

Mr Brian Clancy

Biographical information is provided in Appendix 2

- (4) That the following current member of the General Assembly be re-appointed in Category 9, for a further period of three years from 1 September 2011:

Mr Tony Aggarwal

Biographical information is provided in Appendix 3(a)

- (5) That the following be appointed to the two vacancies arising from departures and transfers to other categories of General Assembly membership, as new members of the General Assembly, for a three year period from 1 September 2011:

Mr Paul Newman
Mr Andrew Watson

Biographical information is provided in Appendix 3(b)

5. Secretary's report

Reported:

- (1) The University through Ordinance XIX and General Regulation XVI, constituted and empowered a Press Board to manage the Manchester University Press.
- (2) The formal line of reporting for the Press Board, as stipulated in General Regulation XVI.3, is to the Board of Governors, through the Finance Committee, at least once each year. This will be via the Subsidiary Undertakings Sub-Committee (a sub-committee of Finance Committee). The terms of reference of the Subsidiary Undertakings Sub-Committee have been amended to reflect this responsibility.

Resolved:

To approve the revised Terms of Reference of the Press Board (as enclosed at Appendix 4)

6. Board Monitoring Group

Received: A report from the President and Vice-Chancellor on the matters discussed at the Board Monitoring Group, held immediately prior to the meeting of the Board of Governors.

Reported:

- (1) That the membership of the group comprised:

Mr Anil Ruia, Chair
President and Vice-Chancellor
Deputy President and Vice-Chancellor
Mrs Gillian Easson
Mr Robert Hough
Dame Sue Ion
Dr Keith Lloyd
Dr Brenda Smith
Ms Kathleen Tattersall
Dr Stuart Allan
Registrar and Secretary

The Director of Human Resources, the Director of Finance and the University Programme Manager for Process Review and Change Management also attend meetings of the Group.

- (2) That the President and Vice-Chancellor had provided a progress report on managing pay and non-pay savings and a programme of business improvements. Karen Heaton, Director of Human Resources, provided a report on the newly introduced VS scheme, and Steve Mole, Director of Finance, provided an update on the development of the 2011/12 budget.
- (3) That the presentation began with a summation of the current position of the University. The HEFCE position was known for 2011, and the University had modelled for the loss of students, and considered scenarios for fee levels at different levels between £6K and £9K. This had informed the firm recommendation to the Planning and Accountability Conference that a core undergraduate fee of £9K was warranted and justified. The University was now engaged in the development of the budget for the following year, and the development of the five year forecast. The Budget would be presented to the Board of Governors in July 2011.
- (4) The uncertainties for the University were closely associated with the recommendations of the White Paper on Higher Education, which was due to be produced in March, but was now anticipated in June. The paper may determine the

future formula of Teaching, Research and Postgraduate support levels, and could have wide-ranging implications for universities. A further uncertainty existed in relation to the recruitment of students, both from overseas following increased visa controls and for home students where recruitment patterns might change as a result of the new fee structures. A third uncertainty for the University concerned pension provision, and the risk of increased employer contributions contributing to a significant increase in the University's operating costs.

- (5) That, on the basis of the University's modelling, the net result of these increased costs (increased pension commitments) allowing for fees of £9k and investment funding of £20m, resulted in a funding gap of £27m. To bridge this, the Board of Governors had approved, at its Conference, the launch of a revised ERVS scheme. In this version of the scheme, each budget holder would have specific targets, would focus offers and seek to encourage applications from those areas where the overall contribution to the strategic aims of the University was weaker.
- (6) That the pattern of meetings would continue as before, with meetings earmarked between 12 and 2pm on the day of each formal meeting of the Board, unless otherwise advised.
- (7) That, as members of the Monitoring Group, each had a responsibility to speak about the issues considered within the Monitoring Group and, as required, when the issues were formally considered by the full Board of Governors.
- (8) That the Board Monitoring Group provided an opportunity for members to raise any concerns that they might have about the plans and priorities being developed by the University in response to the external funding pressures. Members should ensure that they used the opportunity for free and frank discussions around plans, and if there were issues that the Monitoring Group felt should be explored by the full Board of Governors, they would be referred and considered at the next opportunity.

7. President and Vice-Chancellor's report

(1) The Report of the President and Vice-Chancellor to the Board of Governors

Received: The report of the President and Vice-Chancellor to the Board of Governors in May 2011.

Reported:

- (a) That at the recent Board Planning and Accountability Conference there was a clear consensus that the University had continued to make considerable progress against the ambitions set out in the 2015 Agenda. In looking forward, the President and Vice-Chancellor highlighted that, although the Manchester 2015 Agenda looked more achievable in 2011 than it did in 2004, it remained immensely challenging, added to which there was a growing body of evidence that in a number of key areas the University cannot be satisfied with the speed or scale of progress.

In her assessment, the University faced three significant challenges:

1. The need to address as a matter of urgency those areas where the University has not seen an adequate transformation in performance, noting evidence that the rate of this progress is slowing down in some important areas.
2. Adapting to a radically different HE environment and remaining resolutely strategic in the new uncertain and challenging funding environment.
3. Focusing resource and effort in key areas of core activities to ensure that all are excellent (by standard benchmarks) and/or truly distinctive to Manchester.

The President and Vice-Chancellor outlined the risk that, if the University did not respond adequately to these challenges, its standing and reputation would decline as that of its competitors improved. This would represent a significant failure to build upon the considerable progress that had been made since 2004, and could not be allowed to happen.

- (b) That in considering these issues and challenges, the President and Vice-Chancellor felt it was time to look beyond 2015, to reappraise priorities and to review how the University would achieve them in a very different environment. To this end she had planned to engage in a major exercise in which the University would consider how best to take forward the 2015 Agenda well into the next decade. A further briefing to Board members would be take place at the informal meeting in June. This would involve consideration of the priorities for delivering the vision for the future and also the fitness for purpose of our processes and structures. The views of members of the Board on these matters would be very important.
- (c) That the package of measures to manage the gap in the University's funding position in 2014/15 relative to 2010/11 approved by the Board of Governors on 23 March 2011, provided for an Access Agreement for 2012, steps to ensure a high quality experience for all students, voluntary severances of staff, and a systematic reduction in non-pay costs. The President and Vice-Chancellor also acknowledged the importance of continued efforts to increase revenue generation in this context, but reminded members that this would be challenging in the current environment.

The President and Vice-Chancellor was pleased to report that following consultation with the campus Trade Unions a voluntary severance scheme has now been launched which provided for:

- Up to three years' continuous service – three months basic salary;
- Between three years' and five years' continuous service – six months basic salary;
- Between five years' and ten years' continuous service – twelve months basic salary;
- Beyond ten years' continuous service – fourteen months basic salary.

The scheme opened on 3 May 2011 and would operate until 30 September 2011.

While voluntary in nature (i.e. there are no restrictions on who might apply), the scheme will be focused in support of the University's strategic priorities (i.e. decision about which applications are accepted will be determined bearing in mind the contribution provided to the University's mission). Significantly, this scheme differed from previous ones. There were two important differences. Firstly, each area of the University had indicative targets based on analysis of contribution to our primary missions and savings made to date. Second, the University chose to initiate the earlier scheme to prepare for likely future cuts in government and other sources of income. At the present time, the University needed to make savings to meet known cuts in funding.

- (d) That the announcement of the details of the changes to the Tier 4 visas which apply to students wishing to study at a university in the UK helped to assuage some concerns that this might limit the number of international

students the University was able to recruit. Earlier proposals, if implemented, would have had a significant impact on the University not just financially but culturally. However, the University remain concerned about English language requirements being proposed by the Border Agency.

- (e) That the President and Vice-Chancellor provided an update on recent appointments within the University, noting the appointment of Professor Clive Agnew, as Vice President for Teaching, Learning and Students. An advert was due to be issued for the roles of Associate Vice-President for Social Responsibility, and an Associate Vice-President for Sustainability, following the decision taken by Professor Aneez Esmail to stand down, and the retirement of Professor Maynard Case. Professor Nalin Thakkar, Associate Vice-President for Research Integrity, would take on Professor Case's responsibilities on Risk and Compliance. A further two appointments were likely to be made to support the Vice-President for Teaching, Learning and Students, at the level of Associate Vice-President.
- (f) That Universities UK had published its report on 'Freedom of speech on campus: rights and responsibilities in UK universities' which forms part of the work that UUK is undertaking in relation to security issues on campus. The report considers the role of universities in promoting academic freedom and freedom of speech, and the constraints that apply particularly in relation to security and terrorism and equality. These are matters which the University takes most seriously and as Board members will have recalled at the meeting of the Board of Governors on 24 November 2010, a Code of Practice on Freedom of Speech, was approved, details of which are being promulgated across the university.
- (g) That the Head of Compliance and Risk provided an update to the Board, including the latest available statistics on Accidents within the University for Q1 of 2011, and Q4 of 2010. In considering the statistics, a number of members highlighted that the level of "near miss" reporting appeared low, and would benefit from further contextual analysis. In responding, the Head of Compliance and Risk explained that the culture of student reporting was weak, and that many of those accidents occurred off-campus. Information on near misses within laboratories, and classrooms, was generally collected adequately and used constructively. In addition an e-learning package had been developed to remind staff of responsibilities and improve the reporting culture. Additional training would also be provided through the Students' Union.

Noted:

- (a) That the formal proposals for the reform of the USS pension scheme had been published, following an 18-month review aimed at addressing funding problems. The USS, the second-largest private pension fund in the UK, had a deficit of £3 billion at 31 March. The scheme has about 120,000 active members - mainly academic and academic-related staff in pre-1992 universities. Under its rules, any changes in benefits must be decided by the Joint Negotiating Committee (JNC). It is made up of five employers' representatives nominated by the Employers Pensions Forum (EPF); five members' representatives nominated by the University and College Union; and an independent Chair, Sir Andrew Cubie. The JNC had met in May and, on the casting vote of the independent Chair, agreed changes which would be considered by the USS Trustee Board in June. It was also noted that changes to the local University of Manchester Scheme would be discussed in more detail with the Trade Unions and the UMSS Board.
- (b) That a consultation was underway regarding the proposed merger of the School of Arts, Histories and Cultures and the School of Languages, Linguistics and Cultures. The proposal was academically driven. This was in line with the thinking underpinning restructuring, and which was limited to the Faculties of MHS and Humanities. The University was not insisting on

restructure *per se*, recognising that the disruption and upheaval could be severe and negate any potential benefits.

- (c) That the University had learned that, regrettably, the Biomedical Research Centre within MAHSC had not been shortlisted following the recent call for bids. The shortlisting exercise had been informed by a metric analysis across 2002-2006. Although the continuing concentration of this BMR funding within the South East of the country remained a concern, there was evidence of good progress within MAHSC, the Trust, and the Faculty. It might be that the University, through MAHSC, and other agencies, needed to more effectively communicate its achievements and the innovation that it was developing, in order to improve its chances in these forms of competitive bidding exercises.

(2) Report to the Board of Governors on exercise of delegations

Reported:

- (1) Vice-President and Dean

The following appointment has been approved on behalf of Senate and the Board of Governors:

Professor Ian Jacobs, as Vice-President and Dean of Medical and Human Sciences, with effect from 28 March 2011.

- (2) Professorial appointments

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

Ad Personam Promotional Chair in Palliative Care

Gunn Grande, BSc, MPhil, PhD (Open), at present Reader in Palliative Care at this University, as Professor of Palliative Care, from 21 April 2011.

Ad Personam Promotional Chair in Metallurgy

Michael Preuss, Dipl. Ing, PhD (Technische Universität Hamburg-Harburg) at present Senior Lecturer in the School of Materials at this University, as Professor of Materials, from 20 October 2010.

Chair of Sociology

Anthony F Heath, MA, PhD (Cantab), currently Professor of Sociology, University of Oxford and Co-Director of the Centre for Research into Elections and Social Trends, as Professor of Sociology in the School of Social Sciences from 1 October 2010.

Chair of Urban and Environmental Planning

Graham Haughton, BA, PhD (Hull), previously Professor of Human Geography, University of Hull, as Professor of Urban and Environmental Planning in the School of Environment and Development from 1 October 2010.

- (3) Award of the title Professor Emeritus/Emerita

Acting on behalf of Senate and the Board of Governors, the President and Vice-Chancellor approved the conferment of the title of Professor Emeritus/a on the following:

Professor Philip Alexander, in the School of Arts, Histories and Cultures (from 31 January 2011)

Professor John Birds, in the School of Law (from 1 September 2011)

Professor Marilyn Davidson, in the Manchester Business School (from 1 January 2011)

Professor Geoff Levermore, in the School of Mechanical, Aeronautical and Civil Engineering (from 1 February 2011)

Professor Mike Marchington, in the Manchester Business School (from 1 May 2011)

Professor Mick Moran, in the School of Social Sciences (from 31 July 2011)

Professor Richard Whitley, in the Manchester Business School (from 30 September 2010)

Professor Roger Bryant, Professorial fellow in the School of Mathematics (*from 1 November 2010*)

Professor Angela Dale, Professor of Quantitative Social Research (in the School of Social Sciences) (*from 1 October 2010*)

Professor Roger Ling, Professor of Classical Art and Archaeology in the School of Arts, Histories and Cultures (*from 1 October 2010*)

Professor Ann Thomson, Professor of Midwifery (in the School of Nursing, Midwifery and Social Work) (*from 1 November 2010*)

Professor William (Wes) Sharrock, Professor of Sociology in the School of Social Sciences (*from 1 October 2011*)

Professor Dorothy Trump, Professor of Human Molecular Genetics (in the School of Biomedicine) (*from 1 November 2010*)

(4) Appointment of Head of School

Acting on behalf of Senate and the Board of Governors, the President and Vice-Chancellor approved the appointment of:

Professor Jeremy Gregory, as Head of the School of Arts, Histories and Cultures for the period 1 August 2011 to 31 August 2014.

Professor Geraint Howells, as Head of the School of Law, for the period 1 August 2011 to 31 August 2014.

(5) University Nominated Director for UMSS Ltd.

Acting on behalf of the Board of Governors, the President and Vice-Chancellor approved the appointment of:

Dr Simon Merrywest as University Nominated Director for UMSS Ltd from 1 April 2011.

Mr J D Hanson, as University Nominated Director and Chairman of UMSS Ltd with effect from 1 August 2011 for a further three year term.

(6) Authorised Signatory

Acting on behalf of the Board of Governors, the President and Vice-Chancellor approved the addition of Dr Andrew Walsh to the list of the

University's authorised signatories for the purpose of signing research contracts and agreements.

(7) Seal orders

Pursuant to General Regulation VII.4, the Common Seal of the University has been affixed to the instruments recorded in entries no 1006-1045 Seal Register 1.

8. Board committee reports

(1) Finance Committee, 3 February, 28 April

Received: A summary report and the minutes of the Finance Committee meetings, held on 3 February and 28 April 2011, were brought to the attention of the Board. The management accounts for March 2011 were also circulated.

Reported:

- (a) That the Director of Estates presented an update on Phase 3 of the University's capital programme. All projects were progressing to plan, within budget and on time. There were no financial risks reported in relation to any of the projects. A number of minor works projects were due to take place during summer to enhance student experience.
- (b) That the USS consultation period had concluded on 22 December 2010 and the main recommendations were the abandonment of the final salary scheme for new starters (in favour of a CARE scheme) and changes to employer and employee contributions. However, due to the failure of the UCU to attend JNC meetings, negotiations were currently on hold.
- (c) That within the UMSS scheme formal discussions regarding the most recent valuation and proposed changes had taken place with the Trustees and Trade Unions at the end of February 2011. A new approach to addressing the deficit will also be explored over the coming months.
- (d) That Finance Committee approved the delegated authority levels and sign-off processes in relation to UMIP documentation at the meeting on 3 February 2011.
- (e) That at the meeting on 28 April 2011, Finance Committee noted that the PRC Finance Sub Committee had approved the merger of UMIP and UMIC to create a new entity – UMI3 with the aim of creating a "one-stop shop" for innovation and IP commercialisation and also realising operating efficiencies and saving. In relation to the merger, Finance Committee approved the directorships in the new company. Subsequent to the meeting, the Chair of Finance Committee took Chair's Action to approve a number of procedural matters to enable the merger to take place.
- (f) That Finance Committee noted that the Five Year Financial Forecasts had been submitted to HEFCE on 15 April 2011. This followed review and approval by the relevant internal committees and approval by the Chairs of the Board of Governors and Finance Committee.
- (g) That Finance Committee noted receipt £1.75m in respect of the sale of outstanding claim with Heritable Bank and the release of a provision in the accounts for 2009/10 at its meeting on 3 February 2011.
- (h) That Finance Committee approved the write-off of £112,578.28 in respect of irrecoverable debt at its meeting on 3 February 2011.

- (i) That Finance Committee approved a number of changes to the general mandate with Barclays Bank, reflecting recent staffing changes within the Central Finance team.
- (j) That a meeting of the Investment Committee took place on 28 April 2011 at which three firms gave presentations in relation to the University's investment portfolio. Investment Committee resolved to recommend the appointment of Aon to undertake an initial review of the University's investment strategy.
- (k) That Finance Committee reviewed the management accounts for December 2010 at its February meeting, and management accounts for February 2011 at its meeting in April.

(2) Audit Committee, 10 February, 5 May

Received: A summary report and the minutes of the Audit Committee meetings, held on 10 February and 5 May 2011, were brought to the attention of the Board.

Reported:

- (a) That the meeting on the 10 February 2011 provided an opportunity to receive a progress report on internal audit work. The Committee also received a progress report on review work undertaken by Uniac, a presentation on the compilation of the University's TRAC return, and a report on an investigation conducted into Outside Work.
- (b) That at the meeting on the 10 February 2011 the Committee recommended the revised Fraud Response Plan to the Board of Governors for approval. The Board subsequently approved at the meeting held on 23 March 2011.
- (c) That an agreement had been reached to bring the business of the Risk Committee concerning the oversight of the risk management framework under the direct responsibility of the Audit Committee from September 2011. At the same time the Health and Safety responsibilities of the Risk Committee would be transferred to the Board of Governors, and any items of specific risk would be handled by ad hoc groups of the Board, as and when required. The Risk Committee would therefore stand down at the end of this session. Any changes to the terms of reference of the Audit Committee required as a result would be considered in due course, and a Chair would be identified before the next session.
- (d) That the Committee received a report from the Director of Uniac for period from February to May 2011, including review work undertaken on Employment Status controls, the Accommodation Code of Practice, Telecoms and Mobiles Phones, and on the validation work Uniac had completed on the University's follow-up of observations made in the 2009 audit. The Committee also received a progress report from the Finance Directorate of the University on the implementation of Uniac Reports, and on other follow-up work undertaken by Finance.
- (e) That Deloitte provided a full report on the approach they would adopt in auditing the accounts of the University at year-end, and on the key risks identified as part of their preparatory work. The Audit Committee welcomed the progress made by the University in enabling a controls-based approach to be adopted on the expenditure side and anticipated that progress in this respect would continue and thanked Deloitte for a clear and well-focused report.
- (f) That the Committee received a presentation from Richard Young of Uniac on the internal audit programme planning process, and a copy of the Risk Register of the University, for information.
- (g) That the Committee approved the Procurement Policy as presented and recommended it for approval by the Board of Governors.
- (h) That the Committee considered a report from the Office of the General Counsel on the introduction of the Bribery Act.

- (i) That the Committee received a report from HEFCE on their recent Assurance Visit, which had made only minor observations and contained no major recommendations.
- (j) That as it was the last occasion on which the Committee would formally meet within the year, the Chair of the Committee placed on record the Committee's thanks to the Registrar and Secretary for the advice and support he had offered to the Committee since his appointment, and prior to that, in his former role as Academic Registrar. The Registrar and Secretary also led the Committee in thanking the Chair for her service as Chair since 2004, and prior to that for the Victoria University of Manchester. As the Chair would stand down from the Board in August, this would be the last meeting she attended. The Registrar and Secretary praised Ms Tattersall's independence, her tenacity, and her diplomacy, as demonstrated throughout her years as Chair, and the Committee seconded these words, with acclamation.

Resolved: To approve the Procurement Policy, on reference from the Audit Committee.

(3) Risk Committee, 10 February, 5 May

Received: A summary report and the minutes of the Risk Committee meetings, held on 10 February and 5 May 2011, were brought to the attention of the Board.

Reported:

- (a) That the Committee was assured that measures were being put in place to improve the effectiveness of fire evacuation procedures in multi-user buildings that were not assigned to any one School. At the next meeting the Committee was informed that the measures had been implemented
- (b) That the Committee had received the latest iteration of the Risk Registers, and was introduced to a new, sector-wide Risk Register.
- (c) That the Committee had received an interim report on a review of the relationship with the Students' Union. It was expected that the review would be substantially completed by the end of June.
- (d) That the Committee considered ways in which accident statistics in certain categories might be reduced.
- (e) That the Committee considered a report on the implications of universities being subject to competition law.

(4) Staffing Committee, 12 April, 6 May

Received: A summary report and the minutes of the Staffing Committee meetings, held on 12 February and 6 May 2011, were brought to the attention of the Board.

Reported:

- (a) The Committee resolved to recommend to the Board of Governors that:
 - (i) the University proceeds with the process outlined in the agreed contracts procedure circulated within the papers to deal with those staff considered to be at risk on open ended contracts linked to finite external funding for the period up to and including the end of October 2011;
 - (ii) the University continues to take all steps outlined in the President and Vice-Chancellor's report to avoid the need for redundancy wherever this is possible; and
 - (iii) an additional three members of the Board of Governors are identified to serve on the Staffing Committee on occasion, to cover for the

absence of any regular members. This was required in order to ensure that the Committee was fully representative at each meeting. The Director of Human Resource would identify these individuals in consultation with the Chair of the Board of Governors.

Noted:

- (a) That the Chair of the Staffing Committee was satisfied that the process was robust. Additional contextual information had been requested in relation to PDR and the planning that was undertaken with staff to plan appropriately as funding sources ceased or came to an end. Further information was also requested from the President and Vice-Chancellor's report where blocks of funding, affecting larger staffing groups, were concerned.
- (b) That the President and Vice-Chancellor reminded members that changes in employment law had meant that the cessation of these contracts, where external funding was longer in place to support them, must be handled through an appropriately constituted Staffing Committee. However, the process was not unusual within Universities as it was not routine practice to redeploy at the end of a fixed term period of employment. There were important issues for the University in relation to affordability. The worse case scenario, with significant staff retained in contract beyond the funding period for their posts, was financially unaffordable.
- (c) That work was underway on communication within the University of the process, and a statement was being drafted with the campus trade unions.
- (d) That data from the analysis of staff in March had demonstrated that many were able to take up alternative employment on new contracts within the University or had obtained extensions in funding. The University recognised that the situation provided a strong stimulus to drive the management of academic and research careers by line managers.
- (e) That consultation was taking place within School Boards, but the level and extent was variable, depending on the effectiveness of the Board concerned, The key issue for the Committee was to ensure that the consultation process was an open one, which operated via the best means available.
- (f) That during consideration of this item, a Board member and staff representative indicated that the redeployment register, to which some affected staff would be offered places on, was not a secure position. This point was acknowledged, and further underlined the importance of the support from managers, and responsibilities in career management for academics and researchers.
- (g) That the President and Vice-Chancellor was satisfied that the operation of the Staffing Committee was entirely consistent with statements she had previously made in relation to the possibility of redundancies. On those occasions and for those circumstances, the President and Vice-Chancellor had made clear that no compulsory redundancies were planned in response to funding cuts. The process operating via the Staffing Committee was unrelated to recent funding changes, and in the main, was part of the normal operational churn for staff members engaged in this type of contractual research.

Resolved:

To approve the recommendations of the Staffing Committee that:

- (i) the University proceeds with the process outlined in the agreed contracts procedure circulated within the papers to deal with those staff considered to be at risk on open ended contracts linked to finite external funding for the period up to and including the end of October 2011;

- (ii) the University continues to take all steps outlined in the President and Vice-Chancellor's report to avoid the need for redundancy wherever this is possible; and
- (iii) an additional three members of the Board of Governors are identified to serve on the Staffing Committee on occasion, to cover for the absence of any regular members. This was required in order to ensure that the Committee was fully representative at each meeting. The Director of Human Resource would identify these individuals in consultation with the Chair of the Board of Governors.

R (5) Remuneration Committee, 24 November, 5 April

Received: The minutes and the recommendation arising from the meetings held on 24 November and 5 April, were brought to the attention of the Board under its reserved business.

Resolved:

To endorse the following recommendations from the Remuneration Committee meetings:

- (i) The review of the salaries of the Deputy President and Deputy Vice-Chancellor, the Vice-President and Dean of the Faculty of Humanities, and the Vice-President for Research and Innovation.
- (ii) The approval of market supplements for the Nobel Laureates in recognition of their recent achievements.
- (iii) The approval of recommendations relating to the work of the Senior Salaries Review Group.
- (iv) The approval of a recommendation concerning a bonus payment for the CEO of UMIP.

9. Report from the Senate

- (1) **Received:** A report from the President and Vice-Chancellor on the issues considered at the meeting of Senate held on 11 May 2011.

Noted: That the Senate meeting had raised issues in relation the proposed Schools merger of Arts, Histories and Cultures, and Languages, Linguistics and Cultures, the Report on Research Profiling, the University College proposals, and with regard to degree regulations. A more fulsome report would be provided at the next meeting of the Board of Governors.

- (2) **Received:** The Board of Governors received a report from the Academic Malpractice Committee, on reference from Senate.

Reported:

- (a) That In accordance with the procedure approved by Senate at its meeting in February 2010 the first Committee convened according to Statute XX.7 to consider an allegation of academic malpractice made after graduation met on 10th March 2011. The case for consideration involved a graduate of the MSc Project Management in the School of Mechanical, Aerospace and Civil Engineering (MACE).
- (b) That under the terms of Statute XX.7 *The Board of Governors may, on the recommendation of Senate, and for good cause shown, deprive persons of any degree or other academic distinction awarded to them by the University. Before any such recommendation is submitted to the Board, the person concerned shall be given a reasonable opportunity to appear before and*

state his or her case to a committee appointed by the Board and the report of such committee shall be placed before the Board for consideration.

- (3) That the membership of the Committee was as follows:

Membership: Professor Colin Stirling (Vice-President Teaching, Learning and Students) (*Chair*)
Professor Mike Sutcliffe (Head of School of Chemical Engineering and Analytical Science)
Dr Christine Bundy (Academic Staff)
Dr Pam Vallely (Academic Staff)
Mr Johnson Ademeso (Student member)

- (4) That the Committee was tasked to conduct its business in accordance with the rules of natural justice and in line with the arrangements for the Student Discipline Committee of Senate. Following full consideration of the documentary evidence presented and having interviewed the graduate concerned the Committee concluded that the extent of the plagiarism in the dissertation was such that it constituted sufficient grounds for the revocation of the postgraduate degree of MSc Project Management awarded in December 2008.

Resolved:

To endorse the recommendation of Senate that the award of Master of Science (MSc) in Project Management be revoked and that the graduate concerned be awarded instead the lesser qualification of a Postgraduate Diploma in Project Management and that the University's record be amended on that basis.

10. Report from the Planning and Resources Committee

Received: A summary of matters discussed at the meetings of the Committee held on 8 February, 8 March, 12 April and 10 May.

Reported:

- (1) That at its meeting on 7 December 2010, the Committee noted that the University had submitted its Five-Year Forecast in the form of an update on 2010-11 figures (effectively a Two-Year Forecast) and details of scenario planning being undertaken, to HEFCE by the deadline of 1 December 2010. Forecasts for the following three years were submitted by the deadline of Friday 15 April 2011, in addition to an updated forecast for the period ending July 2011, following consideration by the Committee at its meeting on 12 April 2011.
- (2) The Committee considered draft management accounts as follows: for the period ended 31 October 2010 (at its meeting on 7 December 2010), the periods ending 30 November 2010 and 31 December 2010 (at its meeting on 8 February 2011), the period ending 31 January 2011 (at its meeting on 8 March 2011), and for the period ending 28 February 2011 (at its meeting on 12 April 2011). The Committee considered the Debt Summary as at December 2010 at its meeting on 8 March 2011.
- (3) That at its meeting on 8 February 2011, the Committee considered the changes made to update the Fraud Response Plan and recommended it to Audit Committee for approval and adoption by the Board of Governors.
- (4) That at its meeting on 8 February 2011, the Committee considered the information received to date on funding for 2010-11, 2011-12 and beyond from the Secretary of State for Business, Innovation and Skills and from HEFCE. At its meeting on 12 April 2011, the Committee considered the HEFCE recurrent grant for the academic year 2011-12 and issues arising from the grant letter. The Committee noted that the University's provisional HEFCE recurrent grant for 2011-12 would be £175m, a decrease in cash terms of £4.8m or -2.7% when compared with the final 2010-11

allocation (but £10.1m or -5.4% when compared to the original 2010-11 allocation in March 2010). This was a smaller reduction than the 4.1% for the sector as a whole.

- (5) That at its meeting on 8 February 2011, the Committee considered the University's 2009-10 TRAC return, which had been submitted by the deadline of 31 January 2011, noting that the surplus/deficit as a percentage of costs was fairly consistent year-on-year across the TRAC categories of teaching, research and other, which gave confidence to the results. The Committee also received the final report of the Time Allocation Survey v Workload Allocation Model Working Group, noting that the Time Allocation Survey would continue to be used for the time being, and an update from the Equipment Working Group.
- (6) That at its meeting on 7 December 2010, the Committee approved the University's Office for Fair Access (OFFA) Monitoring Report 2009-10, which was subsequently submitted by the deadline of 14 January 2011. At the meeting on 8 February 2011, the Committee held a wide-ranging discussion on levels of expenditure on access measures, the merits of bursaries, scholarships and fee waivers and the University's current ratio of spending on bursaries, outreach/staffing and student support/disability. It considered the issues, timescales and guidance to date for the 2012 Access Agreement, noting that final guidance from OFFA had yet to be received. It noted that the basic and higher levels of graduate contribution were changing from 1 September 2012 so that universities could levy charges between £6,000-£9,000 for their undergraduate programmes and that any Higher Education Institution that intended to charge students over the basic level of £6,000 for any of their courses must agree a new Access Agreement with OFFA.
- (7) At its meeting on 12 April 2011, the Committee received the statement on tuition fees and student funding, prepared by the President and Vice-Chancellor. It was reported that because of the timetable imposed by the Office for Fair Access, it had been necessary for the core undergraduate fee to be approved in principle by the Board of Governors at the Planning and Accountability Conference on 22-23 March 2011. The Committee also received the final draft of the University's Access Agreement prior to its submission to OFFA, which it approved in principle subject to further discussion at Tuition Fees Sub-Committee on 14 April 2011 on the proposals for Year Out and Foundation Years. It was also noted that there had been strong input from the students into the Access Agreement and that the figure submitted was close to a spend of £850 per full-time equivalent student in 'steady state' of 2014-15 and 2015-16 which was close to OFFA's suggested upper spend. The Committee recorded its thanks to colleagues involved in putting together the Agreement, especially in light of the guidance from OFFA being constantly changed.
- (8) That at its meeting on 7 December 2010 the Committee approved the standard fees for international students for 2012-13 and the increase for non-standard tuition fees for 2012. The Committee held a lengthy discussion on the standard tuition fee for taught masters programmes for students commencing their studies in 2012-13 at its meeting on 8 March 2011 and at its meeting on 12 April 2011 agreed that the minimum tuition fee for taught masters programmes for students commencing their studies in 2012-13 should be £5,000.
- (9) That at its meeting on 7 December 2010, the Committee approved the budget for 2011-12, and approved in principle the indicative budget for 2012-13 and 2013-14, for three high profile international scholarship schemes: Equity and Merit Scholarships for Developing Countries (E&M); Higher Education Scholarships for Palestinians (HESPAL); and UK-US Fulbright Scholarship. At its meeting on 8 March 2011 the Committee approved the budget for the provision of support services for international students other than pre-sessional courses and bespoke courses for 2011-12, and also approved the 2011-12 budget for agent commission.
- (10) That at its meeting on 7 December 2010, the Committee considered the Flexible Working Scheme and agreed to recommend to the Board of Governors that there should be no change to the requirement that those taking advantage of the scheme signed up to a permanent change in their contract with no guarantee of a return to their previous terms. At the meeting on 8 February 2011, the Director of HR also

confirmed the concluding position of the 2010-11 pay round at a national level. At its meeting on 12 April 2011, the Committee received an update on applications to the ERVS scheme which closed on 31 January 2011. A total of 968 applications had been received, of which 462 had been approved. The Committee also received the notes of the HR Sub-Committee meetings held on 16 November 2010 and 1 February 2011 at its meetings on 7 December 2010 and 8 March 2011 respectively.

- (11) That at its meeting on 7 December 2010, the Committee approved the submission of the final report on the Economic Challenge Investment Fund to HEFCE by the deadline of 31 December 2010. It also received a report on the University's draft response to the HEFCE Research Activity Survey, which was subsequently submitted by the deadline of 14 December, and noted that the Annual Monitoring Statement and Corporate Planning Statement had been submitted to HEFCE by the deadline of 1 December 2010.
- (12) That at its meeting on 7 December 2010, the Committee received a provisional indication of student numbers as at 1 December 2010, which confirmed that the University would be below the HEFCE cap on student recruitment, and approved revised target numbers for 2011-12. At the meeting on 8 February 2011, the Committee noted that it had been agreed to reduce the target numbers further, and also received an update on applications and offers. The Committee received reports on full-time undergraduate and postgraduate taught applications, offers and acceptances at its meetings on 8 February and 8 March 2011.
- (13) That at its meeting on 8 February 2011, the Committee received the latest draft of the Stock Take Report and the reports from the 2010 Operational Performance Reviews (OPRs), noting the dates for the 2011 OPRs. At the meeting on 8 March 2011 the Committee received interim reports on the actions identified in the OPR reports.
- (14) That at its meeting on 12 April 2011, the Committee considered the report of the 2010 Stakeholder Survey and endorsed the Action Plan which followed from the discussions of the report held at Direct Reports Group and the external Engagement Group. The Committee also received the draft HEFCE Assurance Review Report and approved the amendments and the response to the suggestions for improvement for submission to HEFCE, noting that it was not a common occurrence for HEFCE not to make any recommendations for improvement.
- (15) That at its meeting on 12 April 2011, the Committee received a report on the HESA Performance Indicators on widening participation and retention and the University's response to the HEFCE consultation on the Higher Education Innovation Fund.
- (16) That the Committee received the Minutes of the Capital Planning Sub-Committee meeting held on 23 November at its meeting on 8 February 2011 and the Minutes of the meetings held on 25 January and 15 March 2011 at its meeting on 12 April 2011. At its meeting on 8 February 2011, the Committee considered the HEFCE statement of metrics from both rounds of the Capital Investment Framework. The metrics confirmed, *inter alia*, that the University's investment levels were falling back year on year following the peak post merger and that the cost to upgrade buildings in condition C and D as a proportion of total income were increasing. A copy of the HEFCE letter and metrics is attached to this Report.
- (17) That at its meeting on 7 December 2010, the Committee approved the Transnational Education Policy in principle and forwarded it to the Senate.
- (18) That at its meeting on 8 February 2011, the Committee considered a *Case for investment 2011-15 and beyond*, submitted by the Director of Development. The Committee agreed to support the strategic investment proposed, emphasising that the outcomes should be monitored carefully and there should be regular reports on progress.
- (19) That at its meeting on 8 February 2011, the Committee considered the University's draft response to the HEFCE consultation on changes to information published by institutions. The document proposed to introduce a Key Information Set for degree

programmes in England and Northern Ireland. The Committee was also informed of the concerns expressed in the University's response to the HEFCE letter (03/2011) on public information and graduate salary data.

- (20) That at its meeting on 8 March 2011, the Committee considered a paper on the *Costs, benefits and issues associated with open access publishing at The University of Manchester*. The Committee agreed that the University should adopt a Publications Policy based on green open access principles (i.e. self-archiving peer-reviewed articles in a repository). The Publications Policy would be an integral part of the University's Research Strategy.

11. Statement from the General Secretary

Noted:

That at the close of the meeting, Ms Sarah Wakefield, who was attending her final meeting as General Secretary before handing over to Ms Letty Newton, delivered a short address to the Board, thanking them for their support and urging them to continue working fruitfully in partnership with the Students' Union.

(a) Re-appointments to the Board of Governors in Category 2**Mr Robert HOUGH**

Robert Hough, DL, LLB, received his secondary education at Williams Hulme's Grammar School in Manchester, before pursuing undergraduate study in the University of Bristol, from which he graduated in 1967. He was admitted as a solicitor in 1970 and his subsequent legal career, for the period up to 1989, saw him specialise in corporate, commercial and banking law. In 1986, he became a non-executive Director of Peel Holdings plc, one of the leading property and transport companies in the United Kingdom, whose businesses include the Trafford Centre and the Manchester Ship Canal and three years later, he first took up appointment with the Company on an executive basis. He was Deputy Chairman of Peel Holdings from 1989 to 2009 and he was Chairman of the Manchester Ship Canal Company from 1987 to 2002 and Chairman of Liverpool Airport from 1997 to 2009. From 1995 to 1999, he was Chairman of the Organising Committee of Manchester's 2002 Commonwealth Games. He was appointed Chairman of the Northwest Regional Development Agency in August 2009. He is also a non-Executive Director of a number of other public and private companies including Provident Financial plc and Styles and Wood Group plc. He was Chair of the urban regeneration company, New East Manchester from 2002 to 2009. He is a member of the Steering Group of the Northern Way and a former member of the Learning & Skills National Council. He is a Deputy Lieutenant for Greater Manchester and a Past President of the Manchester Chamber of Commerce and Industry, and during 2004-2005, served as the High Sheriff of Greater Manchester. He has been a member of the Board of Governors since 2005.

Mr Anil RUIA

Anil Ruia, OBE, JP, LLB, ACA, DL, is Director of Botraco Limited, a privately-held business, based in Manchester, whose principal activity is the import, distribution and conversion of textiles. In addition, the company has a controlling stake in Warren Tea Limited India, which is concerned with the growth, manufacture and sale of tea. Educated at Stockport Grammar School and, subsequently, King's College London, he has, in the course of his career to date, served as a member, Director, Vice-Chair or Chair of a wide variety of local and national organisations, including the North West Cultural Consortium, Manchester 2002 Limited, the North West Development Agency, the North West Textile and Clothing Network, the Asian Business Federation, Granada Television Limited, the Commonwealth Film Festival, Sport England North West, the Cabinet Office Diversity Team, the Alliance for Skills and Productivity, and Knowledge Capital, Manchester. Within the legacy and current universities, he has served as a member of the Board of The University of Manchester Foundation and holds membership in a lay capacity on the Board of UMIP (University of Manchester Intellectual Property) Limited. He has been a Magistrate since 1998, was awarded the OBE for services to business in 2001, was honoured under the Asian Jewel Awards scheme with a Lifetime Achievement distinction, and last year was appointed a Deputy Lieutenant of Greater Manchester. He has been a member of the Board of Governors since 2005, and took up the Chairmanship in September 2010.

(b) New appointments to the Board of Governors in Category 2**Mr Neville RICHARDSON**

Neville Richardson, BA, FCA, originally from Derbyshire, England currently serves as the Chief Executive of CFS at Co-operative Group Limited. Mr. Richardson serves as the Chief Executive of Co-Operative Financial Services Limited, Co-operative Bank plc, Co-operative Insurance Society Limited and CIS General Insurance Limited. Mr. Richardson joined Britannia Building Society in 1998 as Group Finance Director and also served as its Group Chief Executive since November 2002 and Deputy Chief Executive since January 2002. A Chartered Accountant, he was appointed to the position of Group Finance Director at the Society after 21 years with Price Waterhouse, where he was a partner in the Financial

Services Practice. During his career with Price Waterhouse, Neville was based in Manchester and London in the UK, and St. Louis in the USA.

Re-appointments to the General Assembly in Category 3

Mr Brian CLANCY

Brian Clancy, JP, BSc(Eng), FStructE, FICE, DCIOB, FConSE, FRSA, MRICS, MCI Arb, was founder and Chairman of Brian Clancy Partnership 1972-1999 Consulting Engineers and Building Surveyors and continues to practice as Consulting Engineer, Surveyor and Arbitrator. He was International President of the Institution of Structural Engineers in 1996; National Chairman Association for Consultancy and Engineering in 2000; has served as a magistrate for twenty-eight years, a former visiting Professor Liverpool John Moores University and a Chairman and School Governor of a full spectrum of Primary and Secondary Schools over a twenty-year period. Brian served on the Board of Governors at the University between 2004 and 2006. Prior to this he served as the Chairman Project Unity Estates Master Plan Task Group; Chairman Campus Signage Committee; Chairman Project Monitoring Sub-Committee; Member of Remuneration Committee. He currently serves on the Nominations Committee and was awarded the University Medal of Honour in 2006.

(a) Re-appointments to the General Assembly in Category 9**Mr Tony AGGARWAL**

Tony Aggarwal, who holds the degree of MBA from Manchester Business School, is a management consultant, based in Greater Manchester and working on substantial Government projects to develop strategic alliances between UK companies and organisations and their counterparts in Europe, in the Middle East, in South Africa and on the Indian sub-continent. He has a strong interest in the links between universities and the outside world, particularly in terms of how Research and Development may be commercialised and how British educational expertise can be deployed in overseas markets, and has a successful track record of helping to develop such links. Tony is in regular dialogue between the University and City/Regional Agencies, on how international links can be further developed. He has been a member of the General Assembly since September 2005.

(b) New appointments to the General Assembly in Category 9**Mr Paul NEWMAN**

Paul Newman is Head of Communications at MediaCityUK. Before joining Peel Media, Paul was Communications Director for Liverpool, European Capital of Culture 2008. Paul spent 20 years as a broadcaster for BBC News, ITV and Sky News, including three years as sports correspondent for the BBC's Six O'clock News. From 2000 until 2003, Paul was Director of Communications at the Football Association.

Mr Andy WATSON

Andy Watson joined Ageas Insurance UK as the Managing Director, UK Retail in February 2010. Most recently he held the position of Head of Insurance UK at HSBC Insurance. Previously he was Managing Director UKI Partnerships at RBS and also worked for Cooperative Financial Services and Direct Line. Andy has an honours degree in Mathematics from The University of Oxford, holds a Fellowship of the Institute of Actuaries and successfully completed the General Manager Programme at Harvard Business School.

The Press Board**Regulation XVI****The University Press**

[Note: Use of the term 'Board' without further qualification means the Board of Governors.]

1. Pursuant to the provisions of Ordinance XIX.3, the membership of the Press Board shall comprise the Chair of the Finance Committee, the Chair of the Editorial Committee of the Press Board (as provided for in paragraph 2 below) and no fewer than four other persons appointed by the Board for such periods as the Board shall determine, one of whom the Board shall designate as the Chair.
2. The Press Board shall appoint an Editorial Committee, whose Chair shall be appointed by the Senate in consultation with the Press Board, and shall also have power to appoint such other committees on such terms as it may from time to time determine.
3. The Press Board shall report to the Board, through the Finance Committee, at least once each year.

The University Press Board**Composition and Membership of the Press Board**

At least four members appointed by the Board of Governors:

Ms Gillian Easson (Chair)
 Mrs Jan Hennessey
 Mr John Skelton
 Professor Alistair Ulph

One member, nominated by Senate, as Chair of the Editorial Committee:

Professor Joe Bergin

Ex officio members:

Mr David Rodgers (Chief Executive, MUP)
 Ms Jan Wilkinson (University Librarian)
 Ms Louise Bissell (Finance Representative, Head of Corporate Accounts)

Secretary: Ms Emma Brennan

Terms of reference

- 1 The University Press Board is responsible for the oversight of the Manchester University Press, on behalf of the Board of Governors of the University.
- 2 On behalf of the Board of Governors to consider, comment upon and approve the following:
 - (a) the strategic direction of the press;
 - (b) the budget for the following year;
 - (c) the financial statements produced at the year-end..
- 3 To monitor the performance of the Press against the strategy agreed.
- 4 To monitor the financial performance of the Press on a regular basis.
- 5 To consider the risk management approach adopted by the Press, and as and when required, to consider any personnel issues referred to it by management.

6. To consider the arrangements governing any property owned, occupied or leased by the Press.
7. The Press Board is also responsible for appointing an Editorial Committee, whose Chair shall be nominated by the Senate in consultation with the Press Board, and shall also have power to appoint such other committees on such terms as it may from time to time determine.

The responsibilities of the Editorial Committee shall include:

- (a) approving the academic quality of publications
- (b) ensuring that the content of publications is appropriate for the University
- (c) oversight of peer review processes

The Editorial Committee will provide a report to the Press Board at each meeting.

8. The Press Board shall report to the Board of Governors, through the Finance Committee, on an annual basis.
9. To meet according to a pattern devised to fulfil these duties and responsibilities, which normally will require at least three meetings each year. The quorum shall be at least two appointed members.

Taken as read and signed as a correct record on 13 July 2011.