

**BOARD OF GOVERNORS**

Wednesday, 8 July 2015

*Present:*

Mr Anil Ruia, (in the Chair),

Mr Robert Hough (Deputy Chair), President and Vice-Chancellor, Mr Edward Astle, Ms Naa Acquah, General Secretary of UMSU, Professor Ian Cotton, Mr Michael Crick, Mr Stephen Dauncey, Mr Colin Gillespie, Dame Sue Ion, Dr Reinmar Hager, Dr Caroline Jay, Ms Iram Kiani, Mr Paul Lee, Mrs Christine Lee-Jones, Professor Cathy McCrohan, Mr Neil McArthur, Mr Andrew Spinoza, Dr John Stageman, Dr Angela Strank, Professor Chris Taylor. (21)

*In attendance:* The Deputy President and Deputy Vice-Chancellor, the Registrar, Secretary and Chief Operating Officer, the Deputy Secretary, the Director of Finance, the Director of Human Resources, the General Counsel, the Director of Compliance and Risk, the Vice-President and Dean of Humanities, and the Vice-President (Research).

*Apologies:* Dr Brenda Smith, Professor Colette Fagan, Professor Maggie Gale and Dr Pamila Sharma.

**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 and previously declared in the session, remained relevant to some items on the agenda. The Chair also declared an interest in relation to his membership of the Board of the Central Manchester Foundation Trust. The interests of the President and Vice-Chancellor as a Council Member of the Royal Society, and for Mr Will Spinks as a member of the AHUA Executive and as a member of the Joint Negotiating Committee of USS, previously declared, were noted. For this meeting, Dr Angela Strank reported an interest relevant to *Agendum* 11 on Fossil Fuel Divestment, in her capacity as Chief Scientist at BP plc; Professor Colin Bailey declared an interest in respect of his role as a director of BGT Materials and the reference to this company within *Agendum* 13 (i) within Finance Committee; and Mr Will Spinks declared an interest in respect of *Agendum* 5 (ii) the Nominations Committee, noting that one of the candidates brought forward for appointment to the Board of Governors was a former colleague.

**2. Minutes**

**Confirmed:** The minutes of the meeting held on 6 May 2015.

**3. Matters arising from the minutes**

**Received:** A report summarising ongoing actions or business consequent on decisions previously taken by the Board.

**4. Summary of business**

**Received:** A report prepared by the Deputy Secretary on the main items of business to be considered at the meeting.

## 5. Chair's report

### Received:

#### (a) Board Committees

**Noted:** That the retirement from the Board of a number of members would necessitate changes to the membership of some Board committees over the summer. Any changes made would be discussed with the relevant board members and respective chairs and subsequently be reported to the October meeting.

#### (b) National Honours

**Reported:** That the Chair offered his warmest congratulations to several staff and members of the University community who had received national honours in the Queen's Birthday list. These included Professor Rachel Griffith in the School of Social Sciences and Dr Maria Balshaw, Director of our Whitworth Art Gallery and Manchester City Art Gallery, who were both awarded CBEs and Dr Erinma Ochu, a Wellcome Trust Public Engagement Fellow in the Faculty of Life Sciences, was awarded an MBE. Dr Rory Brooks, Chair of the Global Leadership Board and a great supporter of the University, was honoured with a CBE.

#### (c) Report from the Nominations Committee on membership of the Board of Governors and General Assembly

### Reported:

(1) That 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 five 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) 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.

That the 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, re-appointments to the General Assembly in Category 3, appointments and re-appointments to the General Assembly in Category 9, and for information, appointments and re-appointments to the General Assembly in Category 10.

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

- statements of appointments terminating on 31 August 2015 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 a search externally for suitably experienced individuals.

(4) That the University successfully conducted advertising and social media campaigns over summer 2014, in order to bring forward applications for membership of the Board of Governors and the General Assembly in 2015 and 2016. Subject to formal approval, this campaign has resulted in two Board of Governors appointments and a new appointment to the General Assembly in this year, and has established a pool of high qualified and experienced individuals from which the Committee will draw upon in making recommendations concerning next year's appointments.

**Resolved:** That on the recommendation of the Committee, the Board approved the following appointments/re-appointments:

(i) For appointment to the Board of Governors in Category 2 (lay members)

The Committee made two recommendations for new lay appointments to the governing body in Category 2. These appointments will follow the retirements of Mr Robert Hough, Deputy Chair, and Dr Brenda Smith on 31 August 2015, and will take effect from 1 September 2015.

Mr Gary Buxton  
Ms Dapo Ajayi

Biographical information is provided in Appendix 1 (a)

(ii) For re-appointment to the Board of Governors in Category 2 (lay members)

The Committee made two recommendations for reappointment to the governing body in Category 2.

Mr Michael Crick

Mr Andrew Spinoza (nominated by the Alumni Association)

Biographical information is provided in Appendix 1 (b)

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

That the following current members of the General Assembly be re-appointed, for a further period of three years from 1 September 2015:

Mr J Anthony McDermott

Mr Roger P Milburn, CEng

Mr Philip Robson, CEng

Mr John Schultz, CBE

Mr Michael Taylor

Mrs Janet Valentine

Mr J Peter Wainwright

Dr Janet H Webster

Biographical information is provided in Appendix 2

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

(a) That the following current members of the General Assembly be re-appointed, for a further period of three years from 1 September 2015:

Mr Kabir Ahmed, MBE, JP, DL

Dr Josie A Beeley

Canon Michael A Evans

Dr Kai Hung Lee, DL

Mrs Susan Lipton

Mr Ian Munro

Canon Maurice Smith

(b) That the following individual be appointed to the vacancy arising from the retirement of Mr David Eversley, for a three year period from 1 September 2015:

Mr Asrar Ul-Haq

(v) 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, as former members of the governing body, be re-appointed to membership of the General Assembly from 1 September 2015, for a period of three years:

Dr Brenda Smith (retires from the Board of Governors 31 August 2015)

Professor Sir Robert Boyd

Mrs Jan Hennessey

Mr John C McGuire

Mr Roy Walters

*Note: The recommendations within 5 (iv) and 5 (v) were approved by the General Assembly in June 2015, and were included in this report solely for the information of the Board of Governors.*

**(d) Deputy Chair of the Board of Governors.**

**Reported:**

- (1) That Statute II provides for the appointment of one or more Deputy Chairs (and other officers if so desired).
- (2) That Mr Robert Hough, who was appointed to the role for a three year term from 1 September 2012, will stand down from the role of Deputy Chair on 31 August 2015, when he retires from the governing body.
- (3) That the Deputy Chair, as an Officer of the Board, is appointed by the Board from among the members of the Board who hold membership in Category 2. The Deputy Chair will hold office on such terms and conditions as the Board shall determine. They may be re-appointed by the Board, but should not serve continuously for a total of more than six years unless, exceptionally, in the interests of the University, the Board approves a further appointment for an additional period of no more than three years.
- (4) That the Deputy Chair shall, in the absence of the Chair, preside over meetings of the Board, and shall undertake such other duties as may from time to time be assigned to them by the Board.
- (5) That following the expressions of interest requested at the last meeting, Dame Sue Ion had indicated that she would be willing to take up the role.

**Resolved:** That Dame Sue Ion should be appointed to the role of Deputy Chair for an initial three-year term, with effect from 1 September 2015.

**(e) Counter Terrorism and Security Bill 2015 and 'Prevent' duty guidance**

**Reported:** That the Chair briefed the Board on the duty of HE providers to have due regard to the 'Prevent' duty guidance and the consultation that would follow regarding HEFCE proposals for a monitoring framework.

**Noted:** That Dr David Barker had provided a training session on this topic for the Board, at the update and training event in June. As not all members had been able to attend, it was agreed that a further training session should be provided when the reporting framework was agreed and the updated 'Prevent' duty guidance had passed through the House of Lords.

**6. Secretary's report**

**(a) Elected membership of the Board of Governors in Category 3**

**Received:** A report on the outcome of the recent ballot to appoint members of Senate to the governing body.

**Reported:**

- (1) That the constitution of the Board of Governors provides for the election by Senate of seven of its members to serve as members of the Board of Governors.
- (2) That Board membership for Professor Ian Cotton, Professor Colette Fagan, Professor Maggie Gale, Dr Caroline Jay, Dr Reinmar Hager and Professor Chris Taylor will come to an end on 31 August 2015 and therefore there were six places available from 1 September 2015. Only Professor Fagan, Dr Jay and Professor Taylor were eligible to

stand again. One representative of Senate, Professor Cathy McCrohan (2017), will continue in membership for the session 2015-16. Notices were issued inviting nominations to fill the six seats on the Board of Governors from Senate members, and as twelve nominations were submitted by the closing date a ballot was required to determine membership.

- (3) That an online ballot of Senate members was held on-line over a two week period and closed on Monday, 1 June. All current members of Senate were eligible to vote in the election. Of the 63 invitations issued, 45 members of Senate voted, representing a turnout of 71%.
- (4) That of the seven places available to Senate members on the Board of Governors, at least one shall be from Category 2, and at least four shall be from Category 3, at least one of whom shall hold a professorial or equivalent appointment and at least two of whom shall hold nonprofessorial appointments. Subject to these provisions, there shall normally be at least one, and no more than two, places taken by members belonging to each of the four Faculties in the University. Therefore, after consideration of the numbers of votes cast and the requirements of Statute VI, Ordinance V and Regulation V (Appendix 1), the following members of Senate are declared elected or re-elected to the Board of Governors, from 1 September 2015:

	Title	Name	Cat.	Faculty	Term of office	Status
1	Professor	Cathy McCrohan	3	FLS	Continuing	n/a
2	Professor	Colette Fagan	2	Hum	3 years	Re-elected
3	Professor	Mike Sutcliffe	3	EPS	3 years	Elected
4	Dr	Caroline Jay	3	EPS	3 years	Re-elected
5	Professor	Liz Sheffield	2	FLS	3 years	Elected
6	Dr	Christine Rogers	3	MHS	2 years	Elected
7	Professor	Chris Taylor	2	MHS	2 years	Re-elected

**(b) Election of the Chancellor 2015**

**Received:** A report on the outcome of the recent electoral process was provided at the meeting.

**Reported:**

- (1) That following the request for nominations, three candidates were nominated for the office of Chancellor and a postal and online ballot of the electorate therefore opened on Tuesday, 26 May. The candidates were Mr Lemn Sissay, former Cabinet minister Lord [Peter] Mandelson and Hallé Music Director Sir Mark Elder. In line with the requirements of the Ordinance governing the election, the name, photograph, biographical statement and the list of nominators supporting each candidate was provided to the voting community ahead of the opening of the ballot.
- (2) That Mr Lemn Sissay, MBE, had been duly elected as the next Chancellor. Lemn will take up office from 1 August 2015 and will be installed as Chancellor at a ceremony on Foundation Day, provisionally scheduled for 14 October 2015. Lemn is an associate artist at the Southbank Centre, patron of the Letterbox Club and fellow of the Foundling Museum. He is also the author of a series of books of poetry, alongside articles, records, radio documentaries, public art and plays.
- (3) That the appointment of a new ceremonial head for the University followed the completion of the seven-year tenure of current Chancellor, Tom Bloxham MBE, the founder of Manchester-based property development company, Urban Splash. Thanks were expressed to Mr Tom Bloxham by the Chair on the Board's behalf, and the Board and General Assembly had marked the Chancellor's contribution at a special event in June.
- (4) That the report of voting for the election, which closed on Thursday 18<sup>th</sup> June at noon, was as follows:

Number of eligible voters:	143,915
Votes cast by post:	111
Votes cast online:	17,772
Total number of votes cast:	17,883
Lemn SISSAY, MBE	7,131 <b>Elected</b>
Sir Mark ELDER, CBE	5,483
The Rt. Hon. the Lord MANDELSON	5,269

**Noted:** That the Registrar, Secretary and Chief Operating Officer, in his capacity as returning officer, offered thanks to the Deputy Secretary whose office had provided administrative oversight of the election.

## 7. President and Vice-Chancellor's report

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

#### Reported:

(1) That the President and Vice-Chancellor briefed the Board on the implications for the Higher Education sector, following the overall majority secure by the Conservative Party in the recent election. The Conservative manifesto included a number of commitments relating directly to the higher education sector, as follows:

- Introduction of national postgraduate loans for PGT & PhD courses;
- Ensuring universities deliver best possible value for money to students;
- Introduction of a framework to recognise universities offering highest teaching quality;
- More 2-year courses, more online, more data for potential students;
- Continuing to invest in science, back our industrial strategies and make Britain the technology centre of Europe;
- Nurse Review of research councils, to ensure UK continues to support world-leading science;
- Creating new institutions such as Health North; Royce Institute for Advanced Materials in Manchester, Leeds, Liverpool and Sheffield;
- Investing in new capital: £6.9 billion to 2021, inc £2.9 billion 'Grand Challenges Fund';
- Supporting modern industrial strategies eg Life Sciences, Automotive Council & 'Eight Great Technologies' inc robotics & nanotechnology;
- Expanding catapult centres – R&D hubs in technologies of future; and
- Growing University Enterprise Zones, universities to make money from technology they develop.

The University could potentially see further restrictions and reforms to the student visa regime with a number of areas highlighted for action, including a review of the Highly Trusted Sponsor status system and 'new measures to tackle abuse' and reduce the number of those who overstay student visas. On counter-terrorism, the Conservative manifesto specifically mentions measures to 'ensure colleges and universities do not give a platform to extremist speakers'.

(2) That other key Conservative policies which could impact significantly on the higher education sector included a referendum on our membership of the EU – which could be called as early as 2016. There was also likely to be the impact of further 'austerity plans'. On 4 June 2015 Chancellor of the Exchequer announced £4.5bn of savings in this financial year to bring down public debt. Notably for the

Higher Education sector £450m has been identified for the Department of Business, Innovation and Skills, but at the time of report the detail of how these savings are to be met was not known. This might signal further cuts in the Comprehensive Spending Review.

- (3) That HEFCE received its grant letter from BIS in late January which confirmed the funding available for 2014-15 and 2015–16 Financial Years (funding from BIS to for HEFCE runs April – March) and the policies and priorities that continue to underpin the approach to the recurrent grant. The letter did not provide any figures on funding that might be available for the 2016-17 financial year, but advised that the HEFCE would need to make prudent assumptions about this, recognising the four-month overlap between the 2016-17 financial year and the 2015-16 academic year. In the light of the grant letter, the HEFCE Board at its February meeting agreed 2015-16 academic year budgets for recurrent grant, one-off transitional funding and funding for national facilities and initiatives. In making these decisions, the HEFCE Board assumed that the funding available for the 2016-17 financial year will be the same in cash terms as for the 2015-16 financial year. The HEFCE highlighted to institutions that there is particular uncertainty about the funding that may be available after the spending review that is expected to follow the forthcoming general election. This means that the HEFCE might have to revise allocations, possibly after they have already been announced. In view of this the HEFCE advised institutions that they should exercise prudence when planning their budgets.
- (4) That these scenarios were balanced against the commitment made by the Chancellor of the Exchequer to the Northern Powerhouse and to Greater Manchester devolution with both featuring prominently in the Queen's Speech.
- (5) That following consultation across the University, including the strategic briefing with members of the Board on 10 June 2015, and deliberations at Senate on 24 June 2015, a final draft of the refresh of Manchester 2020 had been circulated with the papers for formal approval. The purpose of the refresh was to bring this strategy up to date and to reflect any changes that have taken place since it was written. The final draft incorporated changes which have arisen from the consultation which has included deliberations by various fora within the University and builds on new or revised strategies including those for research, teaching, social responsibility and internationalisation.
- (6) That to enable the University to become one of the leading universities in the world it was committed to positioning itself as an exemplary employer. A key performance indicator as set out in the University's strategic plan, Manchester 2020, was staff satisfaction, with a target of achieving 80% of staff satisfied with working in the University by 2020 and having at least a 50% response rate in the Staff Survey. Board members would be aware from the communication issued in early June, both of these targets have been exceeded: 70% of eligible staff took part in the Staff Survey 2015 with every part of the University meeting, and in many cases exceeding, the 50% response rate stipulated. The University level results show that 94% say the University is a good place to work; 84% are satisfied with their job overall; and 92% say that they are proud to work for the University. The President and Vice-Chancellor noted there were a few areas where scores are lower than targets, with staff having concerns about issues such as the way change is managed, the effectiveness of communications within the University and workload/work-life balance. However, this level of participation means that the results would provide a reliable basis for judging how people feel about working here at the University. The survey is a really strong foundation on which to build action plans to improve everyone's experience at work. Capita, who carried out the survey on behalf of the University, have been analysing the results from both the 2015 and 2013 survey

to identify emerging trends and following a presentation to the Senior Leadership Team at the end of May and to Heads of School in early June, the University-wide results have been communicated to staff. Based on the findings, action plans are being put together for the PSS; Library and cultural institutions; and the four Faculties, to address both University and more local level issues. Draft plans will be prepared by September and will be ready to put into practice in October.

- (7) That the President and Vice-Chancellor had initiated, with the full support of the Senior Leadership Team, a review of Life Sciences and cognate disciplines, considering the full range of options, to ensure they are optimal to sustain our academic mission in this area. The interim report on the review of the effectiveness and sustainability of current structures and possible alternative structures for the organisation of Life Sciences and cognate disciplines was presented to the last meeting of the Board and within the agenda for this meeting Professor Keith Brown, Vice-President and Dean of the Faculty of Humanities, would present the final report and its recommendations. The key recommendation, that the University should be reconstituted so that all academic activity is organised around three Faculties, moving different component parts of the current Faculty of Life Sciences into two other Faculties: the Faculty of Medical, Biological and Human Sciences and the Faculty of Science and Engineering (working titles) received strong backing from Senate. This is likely to require reconstitution and reorganisation of the current Faculty of Medical and Human Sciences, and expansion of two of the Schools in the current Faculty of Engineering and Physical Sciences.
- (8) That attention continues to be focused on the recruitment for the 2015 intake. Maximizing the quality and number of the student intake while being mindful of the importance of the student experience remains a priority. At the time of writing across the University, total undergraduate applications were 4.4% higher than last year with a 6.3% rise in applications from international students and 9.1% rise from the EU. Competitor institutions showed a 2.4% increase in applications with a national increase of 2.3%. Undergraduate acceptances have also increased and are 7% higher than the previous year. Inevitably this aggregate picture masks variations between subjects. In disciplines where applications have not risen at the same rate, it is for known reasons such as an increase in entry grade requirements or reflecting the national picture.
- (9) That applications for taught postgraduate programmes had increased by 10%, with a 9% increase in acceptances compared to this time last year. This increase has been driven by a 13% rise in applications from international students. The number of applications from home/EU students has fallen by 5% which is expected given the small cohort of final year undergraduate students following a dip in recruitment three years ago. There is considerable variation across programmes and the University would face challenges to recruit to target in some areas. Applications from prospective postgraduate research students have decreased by 10% with a decline observed for both home/EU and international students. Despite this, acceptances are around the same as this time last year. PGR numbers at this stage in the cycle are highly volatile with small numbers producing large swings. Within the context of the changing national picture and increased competition for students, especially those of high quality, the Intake Management Group, chaired by the Vice-President for Teaching, Learning and Students, is monitoring the situation closely. We recognise that the 2015 recruitment round needs careful attention, and will be demanding for our staff. In preparation, Schools have been encouraged to review their entry requirements and to ensure best practice in handling of applicants to maximize the chances of those to whom an offer is made accepting it. In-depth discussion of application data by the Senior Leadership Team takes place regularly so the

pattern of recruitment can be closely monitored, allowing interventions to be agreed and implemented on a timely basis.

- (10) That the University was making positive progress in respect of the Destination of Leavers of Higher Education Survey, which asks students about their employment or study six months after graduation. For the 2013/14 year this showed 78.5 % of respondents in positive destinations.
- (11) That the University was hopeful that it would achieve further progress in the NSS results, which would be published at the end of July. The Shanghai Jiao Tong league rankings would be published in August.

**Noted:** That the Board discussed the applications position in the University across specific disciplines and compared performance to other institutions. In relation to student funding, the General Secretary of the Students' Union raised concerns about the transfer of maintenance grants to loans, and the detrimental effect this could have on applications from lower socio-economic groups.

**(b) Report from the Director of Compliance and Risk**

**Received:** A report including the Safety, Health and Environment Minutes from the meetings 23 April 2015 and on 11 June 2015, including an executive summary and associated information. Also provided, in response to a request at the last Board meeting, were the Safety Services key performance indicators.

**Reported:**

- (1) That Dr Barker presented the report and the associated policies and documents. With reference to the Health and Policy Statement, there was little reference to continuous improvement, and this should be addressed in the introductory text.
- (2) That noting the forthcoming retirement of Dr Melanie Taylor as the Head of Safety Services the Chair of the Board of Governors expressed his gratitude for her leadership role in the development of the University's safety services and in engendering the commitment it now demonstrates to safety across all areas of its operations.
- (3) That Dr Barker provided information on the "Prevent" duty guidance, which had come into force for most public authorities in July. The HE guidance, recognising the sector's dual responsibilities around freedom of speech and the new duty, was likely to be passed in the autumn and would apply at that point. HEFCE would be consulting on the reporting framework to be adopted.

**Resolved:** That the Board of Governors approved the revised Child Protection Policy and the revised Health and Safety Policy Statement.

**(c) Report to the Board of Governors on exercise of delegations**

**Reported:**

- (1) That acting on behalf of Senate and the Board of Governors, and on the recommendation of the relevant Head of School and Dean of the Faculty, the President and Vice-Chancellor awarded the title of emeritus/emera professor to:
  - Professor Ian Plewis, School of Social Science, with effect from 1<sup>st</sup> August 2015.

- Professor Ian Reader, School of Arts, Languages and Cultures, with effect from 1<sup>st</sup> June 2015.
  - Professor Peter Wilkinson, School of Physics and Astronomy, with effect from 1<sup>st</sup> October 2015.
- (2) That acting on behalf of the Board of Governors, and on the recommendation of the Vice-President and Dean of the Faculty of Engineering and Physical Sciences, the President and Vice-Chancellor appointed:
- Professor Kevin Taylor, as Head of the School of Earth, Atmospheric and Environmental Sciences for the period 1 December 2015 to 30 November 2018.
  - Professor Bill Sampson, as Head of the School of Materials for the period 1 August 2015 to 31 July 2018.
- (3) That acting on behalf of the Board of Governors, on the recommendation of Planning and Resources Committee, the President and Vice-Chancellor approved the proposal to establish two commemorative plaques on the University estate to recognise the achievements and university connections of the following individuals:
- Kathleen Drew Baker (1901-1957)
  - Sir William Lawrence Bragg (1890-1971)
- (4) That acting on behalf of the Board of Governors, the President and Vice-Chancellor confirmed in accordance with the terms of the Memorandum and Articles of UMSS Ltd the re-appointment of Mrs Jane Shelton as University Nominated Director of UMSS Ltd with effect from 1 August 2015 to 31 July 2018.
- (5) That a comprehensive report on Academic Appointments and Academic Promotions between 1 January 2015 and 30 June 2015 was provided in the papers.
- (6) That pursuant to General Regulation VII.4, the Common Seal of the University has been affixed to instruments recorded in entries 1555 to 1573:

1. Development agreement for preliminary works in relation to premises at the Precinct Centre, Booth Street West, Manchester between the University of Manchester and Bruntwood 2000 Fourth Properties Limited and Bruntwood Limited (2 copies)
2. Sub contractor's collateral warranty to employer relating to a project at National Graphene Institute, Booth Street, Manchester between Clean Room Construction Limited and the University of Manchester and BAM Construction Limited (3 copies)
3. Contract documents between the University of Manchester and the Landscape Group in relation to Withington Green for MCRC project (2 copies)
4. Certificate of appointment of Corporate Representative to UoM Singapore Pte Ltd (Will Spinks) (1 copy)
5. Professional appointment between the University of Manchester and Gleeds Management Services Limited in relation to project 5676 – Biomedical Science Research Centre (2 copies)
6. Intermediate building contract between the University of Manchester and John Graham Construction Limited in relation to Hulme Hall refurbishment – Greenwood Block (2 copies)
7. Intermediate building contract between the University of Manchester and MBC Building Contractor NW Ltd in relation to Grove House refurbishment works (2 copies)
8. Deed of agreement between Home Office, London and the University of Manchester in relation to the collection of homicide data and suicide data (2 copies)
9. Parent company guarantee between ISG plc and the University of Manchester in relation to the refurbishment, alterations and extension at Whitworth Art Gallery (2 copies)

10. Intermediate building contract between Manchester and Cheshire Construction Company Ltd and the University of Manchester in relation to access systems upgrade (2 copies)
11. Intermediate building contract between MBC Building Contractors NW Ltd and the University of Manchester in relation to electrical infrastructure works in the Stopford Building (2 copies)
12. Intermediate building contract between Manchester and Cheshire Construction Company Ltd and the University of Manchester in relation to refurbishment of the third floor of the Manchester Museum (2 copies)
13. Legal charge relating to land and property at Clay House Farm, Tabley between Cheshire Agricultural Society CIO and the University of Manchester (4 copies)
14. Licence to permit limited venue hire in relation to the lease agreement between the Victoria University of Manchester and Robert Carr Rodgers and John Hawthorn dated 1 May 1979 for the Deaf Centre (1 copy)
15. Contract between the University of Manchester and Connell Brothers Limited in relation to MECD demolition works (Grosvenor Group Halls of Residence) (2 copies/2 parts)
16. Amended and restated shareholders agreement in relation to Spectronics Ltd between the Academics, the University of Manchester, the UMIP Premier Fund Limited Partnership, MTI Partners Limited, Ronald Neil Butler and others, Spectronics Limited and New Wave Ventures LLP (1 copy)
17. Lease first floor unit, 1 Rutherford House , Manchester Science Partnerships Limited (Landlord) and the University of Manchester (tenant) (2 copies)
18. Brunswick Street Public Realm – Professional appointment between the University of Manchester and Planit Intelligent Environments LLP (2 copies)
19. Letter of appointment by Bruntwood 2000 Fourth Properties Limited and the University of Manchester of Edmund Hatton Associates Ltd in relation to the refurbishment of Dover Street (3 copies)

## 8. Review of Life Sciences and Cognate Disciplines

**Received:** The final report of the Review of Life Sciences and Cognate Disciplines. The Vice-President and Dean of the Faculty of Humanities attended the meeting to introduce this item and present the report.

### Reported:

- (1) The report was intended to inform the President and Vice-Chancellor of the outcome of the Review of the effectiveness and sustainability of current structures and possible alternative structures for the organisation of Life Sciences and cognate disciplines at the University. The overall principles presented in the Report have been endorsed by the Senior Leadership Team (9 June 2015) and the Senate (24 June 2015).
- (2) The President and Vice-Chancellor, with the unanimous support of the University's Senior Leadership Team, initiated a Review of the effectiveness and sustainability of current structures and possible alternative structures for the organisation of Life Sciences and cognate disciplines in the University. The Senate was informed on 4 February 2015 and the Board of Governors on 5 February 2015.
- (3) The Review was led by Professor Keith Brown, Vice-President and Dean, Faculty of Humanities and the objectives were to:
  - review the sustainability of the current structures in Life Sciences and their effectiveness in relation to the delivery of research and teaching, the student experience and social responsibility;
  - evaluate possible alternative structures for the organisation of Life Sciences and cognate disciplines to both secure the financial sustainability of Life sciences and

optimise the delivery of the academic mission as outlined in the Manchester 2020 Strategic Plan;

- make recommendations for any required changes.

- (4) That in reaching its conclusions, the Review Group had examined research, teaching learning and the student experience, social responsibility, the professional support services, finance and the campus masterplan.
- (5) That the Review Group had undertaken a thorough open consultation within the relevant faculties and across the wider University, including an online consultation via a dedicated intranet site which collected over 400 responses. Alongside the open consultation, the Review initiated extensive internal consultation with individual stakeholders, including leaders from across FLS and the cognate disciplines, as well as senior Professional Support Service (PSS) figures within the Faculties and across central PSS directorates. Key external stakeholders, including leading figures from the scientific community, were also consulted with regard to the broader trends in life sciences. The Group recognised that the view of students was important and consultation with FLS student representatives was held in May 2015. A small number of students also commented through the dedicated intranet site.
- (6) That the Group had recommended that The University of Manchester should be reconstituted so that all academic activity is organised around three Faculties, moving different component parts of the current Faculty of Life Sciences (FLS) into two newly formed Faculties – the Faculty of Medical, Biological and Human Sciences and the Faculty of Science and Engineering (working titles). The key points were:
- a. biomedical-facing activities currently located in FLS should transfer to appropriate Institutes or Schools in a reformed Faculty of Medical, Biological and Human Sciences (working title);
  - b. a wider realignment of cognate discipline capability in the current FLS and Faculty of Medical and Human Sciences (FMHS) (eg neuroscience) to form new academic unit(s) in a reformed Faculty of Medical, Biological and Human Sciences (working title);
  - c. transfer of FLS researchers in the Manchester Institute of Biotechnology (MIB) to the School of Chemistry in an expanded Faculty of Science and Engineering (working title);
  - d. combination of those in the FLS research themes of environment and ecology, and computational and evolutionary biology with the School of Earth, Atmospheric and Environmental Sciences (SEAES) in an expanded Faculty of Science and Engineering (working title);
  - e. transfer the Centre for History of Science Technology and Medicine (CHSTM) to a reformed Faculty of Medical, Biological and Human Sciences (working title);
  - f. establish networks for broad integrating communities across the University for the majority of biological sciences;
  - g. biology, biomedical and biochemistry undergraduate teaching programmes are transferred to a reformed Faculty of Medical, Biological and Human Sciences (working title).
- (7) That in order to realise the exciting opportunities this Review presents for FLS, the cognate disciplines and the wider University, the report recommended that the transition should start on 1 August 2015. That in addition, the Review made recommendations to the President and Vice-Chancellor for managing the transition and considerations

**Noted:**

- (1) That the Board considered and discussed the report in detail, noting that further work on the structures (both in terms of teaching and research) and in respect of staff

transfers and movements, would be dealt within the implementation stage. On the basis of the report and discussion, the Board recognised the benefits and opportunities that the restructure could provide, and the commitment to maintain and protect disciplines in any future structure.

- (2) That the Board identified that within the implementation care should be taken to continue to support and nurture interdisciplinarity. The Review recognised that wherever boundaries are agreed, it would have implications for activity across those interfaces, and efforts should be made to ensure this work is not restricted or compromised.
- (3) That the new structures had the potential to offer additional synergies and the Review had found that within the current structural arrangements opportunities were being missed. The report included details of the wide-ranging consultation that had taken place to inform the Review's conclusions, both within the University and with external partners.
- (4) That the discussion at Senate concerned the high level topics identified in the report, namely, the optimal model to ensure integration and continued collaboration, the delivered of a successful, integrated undergraduate teaching model for Life Sciences, and the structure that would provide the financial resources required to support activity in Life Sciences and cognate disciplines and support the wider University. Subsequently, Senate, in a formal vote, supported the proposals with 37 members voting in favour, one voting against and four abstentions.

**Resolved:** Noting the abstention of one member, the Board of Governors:

- (1) Endorsed the recommendations and principles outlined within the final report of the Review of Life Sciences and cognate disciplines, noting that the transition would begin on 1 August 2015.
- (2) Approved, with effect from 1 August 2016, the changes that will be required to Ordinance XI, specifically those concerning Ordinance XI (1). This would recognise only three faculties, reflecting the redistribution of activity from the Faculty of Life Sciences.
- (3) Provided delegated authority to the Chair of the Board of Governors, acting on behalf of the Board, to approve the appointment of the Vice-President and Dean of the newly constituted Faculty of Medical, Biological and Human Sciences (working title).

## 9. Refresh of *Manchester 2020*

**Received:** The final draft of the *Manchester 2020*, document, following its consideration at the recent Strategic Briefing.

**Reported:**

- (1) That following consultation across the University, including consideration at the Planning and Resources Committee on 12 May 2015, a strategic briefing with members of the Board on 10 June 2015, and deliberations at Senate on 24 June 2015, a final draft of the refresh of *Manchester 2020* was provided. This final draft would also be considered by the Planning and Resources Committee at its meeting on 7 July 2015.
- (2) That the draft had incorporated two changes made by PRC; namely, referring to the University's "outstanding teaching and learning experience" and the University's international status and contribution to the economic, social and cultural transformation of the City of Manchester, the North, "nationally and globally".

**Noted:** That the Board considered whether “internationalisation” had sufficient emphasis within the draft, while noting that this work was embedded across all university activity. It was agreed that the Internationalisation Strategy would be brought back to the Board, for information. Within the refresh, the use of KPIs for progress against internationalisation priorities had been considered, but there had been a reluctance to adopt strict KPIs at this time due to difficulties in defining the right ones and accurately measuring progress.

**Resolved:** That the Board of Governors approved the final draft of the *Manchester 2020* document.

## 10. Report from the University of Manchester Students’ Union

**Received:** The annual report on the work of the Union was provided for consideration, including key performance indicators. The Union Director, Mr Ben Ward, attended for this item.

### **Reported:**

- (1) That the 2014/15 year had seen excellent progress being made by the Students’ Union. Following the transitional turnaround year in 2013/14, the organisation has re-focused further on student development and had achieved some excellent results across services and activities.
- (2) That the Union posted an end of year surplus of £122,000. Their trustee board had set some challenging targets to re-build reserves to allow the Union to make an investment in the building extension project, and ensure operations could be maintained during times of challenge. An operating surplus of £289,000 was anticipated at the end of this financial year, which would support a contribution of over £1million towards extending the Union building. The board has set a reserves policy of six months core operating costs, and current projections will allow them to maintain this over the next five years at current activity levels.
- (3) That as part of their organisational improvement efforts, the Union had taken part in the internal audit process with the support the University. This identified procurement and purchasing systems as being of highest risk and the resultant action plan has enabled the, to make real progress in developing a new system which would give all stakeholders far more assurance over cost control.
- (4) That following a lot of work earlier in the year, the Union were pleased that the sabbatical elections had an overall turnout of 13,264. This was the highest election turnout in UK students’ union history, and a major increase from 5997 last year. It represented around a 33% turnout, against a national average of 15.9%
- (5) That the Union had developed a 3 year rolling financial plan, which had been approved by the trustee board and the Union-University Relationship Committee (UURC). A lot of effort has been made over the last 12 months to undertake a cultural change programme to ensure the Union workforce were well supported to deliver excellent work.
- (6) That the report provided details of the democracy and campaigning work within the Union. Their campaign fund had been accessed by 80 student campaigning groups, allocating £15,000 of grants for activity to raise awareness and create change for students. This included diverse campaigns such as Fossil Free, ‘Save our NHS’, the Living Wage and Free Education. The Union were also pleased to win the Green Impact Special Award for their upcycling work. Their liberation campaigns had also gone from strength to strength, with the Women’s campaign continuing to attract national attention for the ‘We Get It’ campaign. The report also referenced the many activities the Union

undertakes to improve the student experience, and the partnership between the Union and University in Access and with the Residents Associations.

**Noted:** That the Board commended the progress made by the Union and, in particular, the projects it had undertaken independently and in partnership with the University. The Board expressed thanks to Ms Acquah and Mr Ward for the report's compilation and the Union's achievements over the year (recognising the contribution of the executive officers over 2014/2015).

## 11. Fossil Fuel Divestment

### Received:

- (1) A paper from the campaign group Fossil Free Manchester and the University of Manchester Students' Union, proposing changes in the University's investment strategy in respect of fossil fuel companies.
- (2) An open letter signed by a number of academic and staff members within the University urging the University to assess the fossil fuel industry more carefully in accordance with the Policy for Socially Responsible Investment.

### Reported:

- (1) That the report argued that the continued holding of University investments in fossil fuel companies was unsustainable and unacceptable, and that continued engagement with these companies was unlikely to yield any significant changes to their policies. The Union and campaign group were therefore calling upon the University of Manchester to take the following actions:
  - The University should commit to fully divest from fossil fuel companies by 2020.
  - The University should take an active role in encouraging and lobbying other universities in the UK to make similar moves to liquidate assets held in fossil fuel companies in a similar timescale.
  - The University must lobby government and policy makers to enforce further sanctions on polluting firms to curb their environmental degradation in the current parliament (2015-20).
  - The University must look to more rigorously enforce its Social Responsibility Environmental Sustainability Agenda in its investment portfolio.
- (2) That before the Board's consideration and discussion of the paper, the Registrar, Secretary and Chief Operating Officer, in his capacity as Secretary, provided some guidance on process as to the options available to the Board in determining any action that might follow. Three were identified:
  - (a) the Board could simply note the paper;
  - (b) the Board could note the paper and ask that consideration be given, without prejudice, to the current Socially Responsible Investment policy which had last been reviewed in 2009; or
  - (c) The Board could change the investment policy.

At this stage, on the basis of the paper alone, a change in investment policy was not recommended. In their role as trustees of the charity, Board members have overall responsibility for the investment of the University's funds, and they are obliged to take steps to ensure any decisions can be justified and to assess the risks in terms of investment stability and performance before acting. If the Board were minded to give

consideration to a change in investment policy, they might ask the Finance Committee to consider reviewing the existing policy.

- (3) That, through the Chair, the Board of Governors expressed thanks to the campaign group and the Student's Union for the research they had undertaken in pulling the arguments together and bringing forward the paper for consideration.

**Noted:** That the Board went on to consider the paper and its arguments in detail. The following are among the points noted from the discussion:

- (1) It was clarified that the paper was seeking divestment rather than disengagement, recognising the University's broader role in undertaking independent scientific inquiry through accurate and peer reviewed research, and in respect of teaching and learning and preparing graduates to work in all areas of industry.
- (2) That in respect of the campaign's objectives, while the University might, after appropriate assessment and consideration, consider divestment and a more rigorous interpretation of investment, it would not be for the University to directly engage in wider campaigning or lobbying. Instead, the University's academics and members of its community would continue to seek to participate in the debate via research and regular participation in national and international debates of this kind. There might, however, be an opportunity for the wider University to support any review process, for example through debates or other events, in order to assist the Board in its role in considering the wider issues and reviewing current policy.
- (3) That it was noted by a number of members that the paper did not confine itself to issues in relation to the extraction of fossil fuels and the potential consequences for increased climate change but also commented upon wider criticism of fossil fuel companies in relation to alleged human rights abuses, bribery and other unethical practices.
- (4) That in appraising or recommending any change in investment policy, the Board of Governors would need to be mindful not only of trustee obligations in respect of investments, but also in terms of the potential consequences for other relationships and partnerships that the University has developed in order to pursue research and support teaching and learning.
- (5) That the General Secretary of the Student's Union made reference to the level of support among academics and staff outlined in the open letter and commented on the support that the proposals had received from wider divestment movement and decisions taken by the universities of Edinburgh, Glasgow, and most recently Warwick, in addition to the reviews underway at other Russell Group universities. While this was recognised, as within the wider campaign, it was also noted that not all these institutions or funds had taken a similar interpretation to divestment (some, for example, limiting divestment to companies working in coal and tar extraction).
- (6) That a number of Board members recognised that this was an important issue that required further consideration and recognised the commitment the University had made to socially responsible investment through its adoption of policy and alongside its broader social responsibility work. However, some members urged for a wider detailed assessment in order to ensure consistency with other investment decisions and strategies. This might include an assessment of the effectiveness of divestment as a tactic to engender more responsible corporate behaviour and as noted above, examining any consequences that arise from divestment in terms of the University's existing relationships/partnerships and its research work.
- (7) That a number of members and those in attendance also commented on the work undertaken by some of companies referenced in the paper to manage climate change

risk, including the identification of new energy sources, investments in lower carbon energy sources, and in adopting a focus on energy efficiency.

**Resolved:** That noting the arguments put forward in the paper, the Finance Committee should consider a review of the Board's Socially Responsible Investment Policy. In readiness for this exercise, the University executive will examine the wider ethical arguments concerning divestment from fossil fuel companies, in order to support and inform the review process.

## 12. Report from the Senate

### (a) Senate, 24 June 2015

**Received:** A summary of matters for the attention of the Board, arising from the meeting of Senate held on 24 June.

**Reported:**

- (1) That Senate approved the following new policies relating to undergraduate and postgraduate teaching and learning:
  - Inclusive Teaching and Learning Materials
  - Submission of Work for Summative Assessment.
  - Ethical Approval of Research in Taught Assessment.
- (2) That ahead of the introduction of the Office of the Independent Adjudicator's Good Practice Framework for Handling Complaints and Academic Appeals, Senate approved some minor amendments to regulations for student complaints and academic appeals.
- (3) That the Vice-President (Teaching, Learning and Students) provided an oral report, for information, on the implementation of the review of pastoral care in halls of residence. The review had been supported by the Board of Governors in November 2014 and formal consultation on the implementation was underway. Some members expressed concern about the nature of the review's findings and the timing of the implementation. These should be fed into the consultation process.
- (4) That the Vice-President (Research and Innovation) reported on increases, compared to this point last year, in University research applications and awards; the establishment of a Dementia Network under the auspices of UMRI; the Open Research and Contributor ID (ORCID) project to ensure that research outputs are correctly attributed to University authors and to help the University meet the new HEFCE Open Access requirements for the next REF; the implementation of 'Pure' as the University's research information system; major projects and research achievements since April 2015; and two new postgraduate research degrees.
- (5) That the report of the Review of Life Sciences and Cognate Disciplines was considered at length. In particular, members commented on the importance of ensuring that: biology has a visible profile within the University; all staff affected by the restructure are treated equally; the established strengths of the Faculty of Life Sciences' research and teaching are not negatively affected. After a collegial discussion in which a range of views was expressed, Senate voted to recommend to the Board of Governors, with effect from 1 August 2016, approval of the changes that will be required to Ordinance XI to recognise three faculties, reflecting the redistribution of activity from the Faculty of Life Sciences. The vote was 37 in favour, one against and four abstentions.

- (6) That Senate considered recommendations from the Awards and Honours Group for six individuals to be conferred with doctorates honoris causa. After a discussion of the criteria for the award of honorary degrees, members agreed to recommend to the Board of Governors the approval of recommendations in relation to five individuals. One recommendation was not supported because of concerns regarding the award of an honorary degree to a serving politician.
- (7) That members noted the revised Internationalisation Strategy and engaged in a constructive discussion around the KPIs. One area of particular note was the impact on the staff teaching experience of programmes with high concentrations of international students from one country.
- (8) That Senate received reports on the exercise of delegations, the outcome of the election of Senate representatives to the Board of Governors, academic appointments and promotions, and new, amended and withdrawn undergraduate and postgraduate taught programmes.
- (9) That the President and Vice-Chancellor thanked those members of Senate who had come to the end of their period of membership, and acknowledged the role that Professor Peter Eccles has played within the University: having been an elected member of Senate for the majority of his time at the University.

**(b) Awards and Honours Group**

**Received:** A confidential report from the Awards and Honours Group was tabled at the meeting. By way of background, a paper on the process for bringing forward recommendations for awards and honours was also provided.

**Reported:**

- (1) That in November of each year, the President and Vice-Chancellor, on behalf of the Awards and Honours Group, invites members of the Board of Governors, Senate, General Assembly and all staff and students, the latter via the University of Manchester Students' Union Executive, to nominate individuals for honorary degrees and Medals of Honour. In addition alumni are invited to submit nominations. In the following April, after an initial sift undertaken by the President and Vice-Chancellor which is conducted after seeking advice from relevant senior officers, the short-listed cases are considered by the Awards and Honours Group. The sift takes place to make the numbers of awards under consideration manageable. Careful consideration is given to trying to ensure that the gender and ethnicity balance is achieved, as far as is practicable, as well as to ensuring that the broadest range of fields of achievement is reflected. Of those not short-listed, some are considered unsuitable at this particular time and are removed from the database; others are kept on record and carried over to be reconsidered the following year.
- (2) That the Awards and Honours Group (AHG) reviews the candidates at its meeting and makes its selection. Thereafter Senate is asked to endorse the recommendations for honorary degrees, with final approval being sought from the Board of Governor in July each year. The Board is also asked to consider and approve any names being put forward by the AHG for Medals of Honour.
- (3) That the Awards and Honours Group comprises:

Professor Dame Nancy Rothwell  
Mr Will Spinks  
Mr Robert Hough  
Mrs Christine Lee-Jones

Dr Brenda Smith  
Dr John Stageman  
Professor Kersti Borjars  
Professor Andrew Gibson  
Professor Philip Keeley  
Professor Cathy McCrohan  
Ms Charlie Cook

In effect, Senate and the Board of Governors delegate responsibility for managing the process and coming forward with recommendations to the AHG.

- (4) That the entire process is managed in a way that is designed to ensure that confidentiality is upheld. In the letter calling for names it is made clear that the AHG reserves the right to reject a nomination where the nominee and/or his or her family or colleagues are found to be aware of the nomination. The need for confidentiality also means that the nominations are tabled at the AHG meeting itself (with sufficient reading time given), and, similarly, any papers giving the names of the individuals are also tabled at the relevant meeting of Senate and the Board. In all three instances the papers are handed back at the end of the meeting.
- (5) That the names of the successful individuals can only be released once they have formally agreed to accept the honorary degree or Medal of Honour.

**Resolved:**

- (1) That the Board of Governors approved four individuals for conferment with doctorates honoris causa, noting that the first opportunity for conferment was likely to be Foundation Day, in October 2016.
- (2) That the Board of Governors approved the recommendation that three individuals should receive the University's Medal of Honour.

**13. Board committee reports**

**(a) Finance Committee, 22 June**

**Received:** The executive summary and minutes for the meeting held on 22 June, including the Budget for 2015-16 and the five year forecasts also for approval. The Management Accounts for April 2015 were also provided.

**Reported:**

- (1) That Finance Committee received an update on the capital programme and noted the progress that had been made. The Manchester Cancer Research Centre and the Dover Street Refurbishment projects had been completed. It was reported that legal claims had been received from the contractors involved in Whitworth Art Gallery, Manchester Cancer Research Centre and the National Graphene Institute. Finance Committee will receive updates in relation to these matters in particular.
- (2) That Finance Committee resolved to approve the Manchester Business School Main Project (£71.8m), including the utilisation of £10m of the Lord Alliance gift to offset additional costs.
- (3) That as reported, legal claims had been received for three projects. Value engineering will take place on the Coupland 3 project to ensure it remained

within budget. All other projects remained within budget, on schedule and the programme contingency remained intact. It was noted that the Framework Partners Agreement was now in place. Laing O'Rourke, Balfour Beatty and Sir Robert McAlpine had been appointed.

- (4) That Finance Committee resolved to recommend for the approval of the Board of Governors the University's budget for 2015/16 and Five Year Financial Forecasts.
- (5) That in order progress the rationalisation of endowments, trust deeds for the new endowment funds will require approval. As these documents will be very detailed, it is recommended that the Board of Governors delegates authority to Finance Committee to approve the Trust Deeds in due course.
- (6) That Finance Committee noted that it was likely that the University will receive £13.6m from HMRC before the year end in respect of the recent claim. HMRC will then conduct a detailed review of the claim.
- (7) That Finance Committee resolved to approve in principle the acquisition of shares in BGTM. It was noted that the proposal was in fact a request to write off a debt in return for shares rather than a request to invest new capital in the company. Finance Committee requested that a comprehensive business plan should be submitted to the next meeting and the Deputy President and Deputy Vice Chancellor will attend the meeting for the presentation of the business case.
- (8) That Finance Committee noted the management accounts for April 2015:
  - Cumulative income for the 9 months of £723.8m compares with a budget of £714.0m – HEFCE up £14.6m, investment income down £0.4m and research income down £14.3m but £15.7m (10.0%) up on last year.
  - Cumulative pay costs are £2.1m below budget and non-pay costs are £10.4m lower than budget.
  - Cumulative surplus of £38.4m is £23.0m better than budget.
  - Forecast outturn surplus for 2014/15 is £38.6m after contingency release, up £20.7m on budget with all units except MHS on or above budget. MHS is currently forecasting a budget shortfall of £0.2m.
  - Net assets up to £941.7m compared with £891.5m at last year end.
  - Cumulative cash outflow of £23.5m was £63.0m better than budget, due largely to higher surplus, favourable working capital movements and lower net capital expenditure.
  - Total cash of £403.9m included £66.7m of earmarked funds.
  - Investments were £200.5m, up £18.9m (10.4%) in the year to date.

**Resolved:**

- (1) That the Board of Governors provided a delegated authority to the Finance Committee to approve the Trust Deeds for the new endowment funds that will be established, on its behalf.
- (2) That the Board of Governors approved the University's budget for 2015/16 and Five Year Financial Forecasts.

**(b) Audit Committee 23 June**

**Received:** The executive summary and minutes for the meeting held on 23 June, including the University Risk Map and registers, for consideration.

## Reported:

- (1) That the Committee received a summary report on the UMC investigation which was launched following anonymous concerns that were reported by a member of staff. That the investigation had concluded that while much of the material in the letter was factually accurate, the discloser was incorrect in the interpretation and conclusions they had drawn from these facts, as they were unaware of important contextual information. It was also noted that the past year and a half had been a period of significant change within the Hotel and turning around the financial position within a short space of time had inevitably required more of staff. The staff survey results, albeit from a small sample size, did not indicate that confidence had been eroded or that there was a loss of confidence in management (as suggested in the disclosure).
- (2) That at the last meeting of the Committee, one of the members had made an additional point concerning Registers of Interest that was not captured in the minutes. Noting the importance of the proper recording of interests by academic staff, this concerned the benefits of assessing current levels of compliance ahead of the introduction of the electronic system (in September 2015) to capture interests, and the follow-up audit that would be undertaken by Uniac in the latter part of the 2015/16 academic year. It was therefore agreed that Dr David Barker, and Uniac would examine the relevant question in the annual Compliance exercise, in order to obtain further, detailed, information from Schools on current compliance levels, in advance of the introduction and adoption of the electronic system.
- (3) That the internal auditors had completed four substantive reviews in the period. These were the Review of UKVI Compliance (Tier 4 Students), the Follow-Up Review of the Implementation of Regulation XX (Student Attendance), the Review of HESES14 (Data Assurance) and the Kilburn Data Centre Migration Project (IT Review). Of these, only the Review of Regulation XX (and in relation to only one School) raised any significant issues.
- (4) That the Committee considered the audit plan for the forthcoming year. To ensure Uniac achieved an appropriate balance of audit work they had categorised the 2015/16 plan into the following areas:
  - Strategic risk assurance, to provide assurance to Audit Committee and management on the approach to managing risks to the achievement of the University's strategic objectives.
  - Internal control, compliance and regulatory areas, to provide assurance that key controls are effective, efficient and economic. These audits are informed by a risk assessment of core processes, followed by a recommended frequency with which each process is audited (see cyclical audits in section 2.2). The audit cycle is intended to provide an indication of potential coverage to assist with the prioritisation of auditable areas.
  - IT audit, informed by an IT risk assessment, to provide assurance on the University's approach to managing relevant IT operational risks.
  - Data audit, to support the Audit Committee's annual opinion on the management and quality of data.
- (5) That the Committee received a report from Ernst and Young on the planning underway for the external underway. The fieldwork for the interim audit had been completed and the planning process for the wider audit was ongoing. The external auditors had, as part of this process, been liaising with Deloitte in relation to their approach and the work they had completed in the previous year and co-operation with management was proceeding well and that no

major issues had been identified within the interim audit. The interim audit report would be presented to the Committee in September 2015.

**Noted:** That a briefing on IP and associated commercialisation for the Board of Governors should be provided within the cycle of strategic briefings.

**(c) Staffing Committee, 10 June (special and routine meetings), 8 July 2015 (special meeting)**

**Received:** The Committee's recommendations from the routine meeting held on 10 June 2015, the minutes and recommendations from the special meeting of the Committee held on 10 June 2015, and the recommendation arising from the special meeting held on 8 July 2015.

**Reported**

- (1) That from the routine meeting on 10 June, the Committee recommended that the University proceeds with the process outlined in the agreed Contracts Policy and Procedure to deal with those staff considered to be at risk on open ended contracts linked to finite external funding or special projects for the period from 1 March 2016 to 30 June 2016. At the same routine meeting the Committee recommended that the University continues to ensure that all suitable and appropriate alternative strategies for resolution, including redeployment and restructuring, have been properly considered.
- (2) That at the special meeting of the Committee held on 10 June, the Committee received information on the proposals to restructure the IT Services Directorate.
- (3) That over the last eighteen months, the IT Services Directorate has been through an extensive period of re-organisation with a view to professionalising and standardising processes, beginning the development of an IT and Digital Strategy, establishing a skills baseline and measuring volumetrics for key activities. Whilst there have been a number of benefits, namely the opportunity to develop our strategic perspective regarding the future development of the IT Services Directorate and to identify a number of efficiency opportunities, there is still some progress to be made.
- (4) That the Staffing Committee was asked to consider proposals in support of the need to restructure the IT Services Directorate, reconfigure the skills required and change the University's IT sourcing approach so that the vast majority of new activity is undertaken by external providers who will provide the necessary development infrastructure. Over time, as systems are replaced, demands on the in-house (legacy) team will decline and the size of the Directorate can be further reduced through natural attrition and potentially further restructuring. To some degree this process is already underway with many services already being hosted externally including the University's virtual learning environment (Blackboard), student email (Microsoft Office 365), a number of Library services.
- (5) That there were very limited organic options to re-skill the Directorate in an economic way. Natural attrition is very low, the majority of staff members are long-serving and mid-career and are unlikely to leave in the near future and the required skills shift is too profound to be fully covered by training. A more significant intervention is needed. Therefore the proposal is to establish a voluntary severance scheme and, if necessary, to follow this with a compulsory redundancy scheme in relation to specific job families. The University is aware of its legal obligations to undertake meaningful consultations with the recognised campus trade unions in line with its requirement under Section 188 of the Trade Union Labour Relations (Consolidation) Act 1992 (TULRCA) and the

requirement to consult with individuals. The University is committed to meeting with the campus trade unions as soon as appropriate after the Staffing Committee has met in order to begin the process of formal consultation.

- (6) That the Committee resolved to advise and recommend to the Chair of the Board (acting on behalf of the Board under the delegated authority provided on 25th March 2015) that the procedure for dismissals (via an initial voluntary severance offer and, if necessary, a compulsory redundancy procedure) should be introduced for staff members identified as “at risk” within the restructure of the University’s IT Services Directorate, subject to appropriate consultation with the relevant trade unions and to further approval of the Board under paragraph 6 of Ordinance XXIII, if necessary.
- (7) That at the special meeting on 8 July, the Committee received and considered a Report from the President and Vice-Chancellor on collective and individual consultation regarding members of staff identified as “at risk” on the redeployment register and representations from the campus trade unions (Subject: Proposed Compulsory Redundancies and Changes to the Redeployment Policy) with additional information summarising their views on the proposals
- (8) That at the special meeting held on 8 July, the Committee noted the careful and detailed consideration given by the Committee to the representations made by the Union and to the information and assurances provided from the University in relation to the operation of the process, was satisfied that the University should proceed, and that the following recommendation should be tabled for the Board of Governors at the meeting on the 8<sup>th</sup> July 2015.

**Resolved:**

- (1) The Board of Governors agreed that the University should proceed with the process outlined in the agreed Contracts Policy and Procedure to deal with those staff considered to be at risk on open ended contracts linked to finite external funding or special projects for the period from 1 March 2016 to 30 June 2016; and
- (2) That the University continues to ensure that all suitable and appropriate alternative strategies for resolution, including redeployment and restructuring, have been properly considered.
- (3) That following consideration of the Staffing Committee recommendation, the Board agreed that it would be appropriate to authorise the institution of Part III of Ordinance XXIII which details the procedure of further consultation with affected staff and which is necessary to effect the proposed redundancies of those “at risk” on the redeployment register, if necessary. In providing this authorisation, the Board noted that Part III will not be instituted until all those at risk have been offered a voluntary severance scheme, the terms of which are currently subject to consultation. The Board further agreed that the Chair of the Board and Chair of the Staffing Committee may decide following the conclusion of collective consultation with the Trade Unions and the operation of the voluntary severance scheme, that the institution of Part III should not proceed without further approval.

**R (d) Remuneration Committee, 14 April**

**Received:** Under reserved matters the minutes of the meeting held on 14 April. The Board also received a report on the work undertaken by the Remuneration Committee within the year.

**Reported:**

- (1) That the Committee's principal matters of business are:
  - (i) To consider and determine on behalf of the Board of Governors the remuneration arrangements for certain senior officers of the University (including the President and Vice-Chancellor, the Registrar and Secretary, Vice-Presidents and Deans, and Vice-Presidents).
  - (ii) To delegate to an appropriately constituted Senior Salaries Review Group (or Groups) the task of making recommendations on the remuneration of professorial and equivalent senior administrative staff not covered above and to scrutinise such recommendations as appropriate for consistency and fairness.
  - (iii) To consider policies and procedures on the remuneration of senior staff, to recommend them to the Board of Governors and to oversee their implementation within the University.

- (2) That at the meeting on 14 April, and following a discussion on the individual proposals presented by the President and Vice-Chancellor, the Remuneration Committee agreed pay awards for the following staff members, effective from 1st April 2015:-

The Deputy President and Deputy Vice-Chancellor  
The Vice-President and Dean of the Faculty of Humanities  
The Vice-President and Dean of the Faculty of Life Sciences  
The Policy Vice-President for Research and Innovation  
The Policy Vice-President for Teaching, Learning and Students  
The Registrar, Secretary and Chief Operating Officer

The Remuneration Committee recognised that the proposals were contained within the 1.5% salary pot previously noted as equivalent to the budget covering incremental progression for the majority of staff in the University.

- (3) That at the meeting on 14 April, the Chair informed the Remuneration Committee of the President and Vice-Chancellor's position on her own pay, where there was general interest in the level of pay awards given to Vice-Chancellors. The Chair highlighted that in recent published surveys there are a significant number (over 30) of Vice-Chancellors paid more than the President and Vice-Chancellor. In arriving at their decision, the Remuneration Committee took into account the excellent leadership and successful record of the President and Vice-Chancellor in the context of a large and complex organisation. Previous year's salary increases have been modest and in most years no increase had been accepted by the President and Vice-Chancellor. The Remuneration Committee awarded an increase of £10,000 per annum. The Committee wished to record their appreciation for the President and Vice-Chancellor's continued high level of commitment, performance and achievement.

[Following the meeting of the Remuneration Committee it was agreed with the Chair that the increase awarded would be effective from 1st October 2015 and not the usual date of 1st April 2015].

**Resolved:** The Board of Governors approved the annual report of the Remuneration Committee.

#### 14. Report from the Planning and Resources Committee

**Received:** A summary of matters discussed at the meetings of the Committee held on 12 May and 9 June.

**Reported:**

- (1) That during the period of this report, the Committee considered the draft management accounts as at the periods ended 31 March 2015 and 30 April 2015. It also received the 2014/15 rolling forecasts based on actual results to March 2015 and to April 2015. The Committee also received the Minutes of the Finance Sub-Committee meetings held on 31 March 2015, 28 April 2015 and 26 May 2015.
- (2) That at its meeting on 12 May 2015, the Committee considered and endorsed the changes to the University's Intellectual Property (IP) policy and UMI3 practice as approved by Finance Sub-Committee. At its meeting on 9 June 2015, the Committee considered the University's draft submission of the Budget for 2015/16 and Five Year Plan to 2020/21, together with the HEFCE submission which covered the three years to 2017/18 and recommended them for approval by Finance Committee and the Board of Governors.
- (3) That at its meeting on 12 May 2015, the Committee considered the draft refresh of Manchester 2020. It noted the proposed changes, including a new KPI 1, global standing, the rewording of text and KPIs in line with revised strategies, the incorporation of Enabling Strategy 8, Environmental Sustainability into Goal Three, and the combining of Enabling Strategies 3 (Managing Information) and 7 (Quality Processes) into a new single Enabling Strategy 6, Quality Services. Consultation would be undertaken and a strategic briefing would be provided for the Board of Governors on 10 June 2015. The final draft would be presented to the Board of Governors in July.
- (4) That at its meeting on 12 May 2015, the Committee considered a report on the 2013/14 HESA UK Performance Indicators on the widening participation profile and retention of UK domiciled students, which were published by HESA on 25 March 2015. The data showed that the University had performed above its standard benchmark for the recruitment of young first time degree entrants from low participation neighbourhoods (recruiting 7.9%). The University was just below its standard benchmark for recruitment of students from lower socio-economic groups (23.8%) but this was not statistically significant and the University had met its target to be in the top quartile of the English Russell Group for this indicator. The University was just below its standard benchmark for entrants from state schools and for retention but neither figure was statistically significant.
- (5) That at its meeting on 9 June 2015, the Committee approved the proposals for the 2015 Annual Performance Review (APR) process. The documentation would include the results of the 2015 Staff Survey, which now alternated with the management satisfaction survey, with both being carried out biennially. At the same meeting, the Committee considered and approved the 2015/16 Operational Priorities for the Faculties, including key targets, and the Operational Priorities for Professional Support Services. The Committee also considered a report providing a brief overview of some key facts and figures in the University compared with its benchmark group (Cambridge, Edinburgh, Imperial, Oxford, UCL) and Russell Group averages relating to students, staff and research income per academic staff FTE.
- (6) That at its meeting on 9 June 2015, the Committee received a copy of the University's response to the Department for Business, Innovation and Skills consultation on support for Postgraduate Study. It noted that the University had been awarded 258 Postgraduate Support Scheme scholarships for 2015/16, which required match funding by the University, for which 242 eligible applications had been received.

- (7) That also at the meeting on 9 June 2015, the Committee considered the results of the 2015 Staff Survey, noting that the target in the University's high level KPI had been met with a 70% response rate and 82% of staff agreeing or tending to agree that they were satisfied with their job. Some 94% of respondents had said that "the University is a good place to work", and this ranked the University 2nd of the 37 HEIs surveyed by Capita Surveys and Research in 2014/15. Three areas highlighted for the University to improve on were: managing change, workload and work-life balance, and communication. The Committee also noted that good response rates had been achieved in this year's student surveys (National Student Survey - 74.4%, Postgraduate Taught Experience Survey - 32%, Postgraduate Researcher Experience Survey – 49%).
- (8) That at its meeting on 9 June 2015, the Committee approved the Internationalisation Strategy 2015-2020.
- (9) That during the period of this report, the Committee received the notes of the HR Sub-Committee meeting held on 31 March 2015. The Committee also received updates on proposals relating to Staff at Risk on the Redeployment Register, the 2015/16 pay negotiating round and the outcome of the UNITE ballot.
- (10) That at its meeting on 12 May 2015, the Committee received the Minutes of the Capital Planning Sub-Committee meeting held on 3 March 2015 and a summary of business approved at the meeting held on 21 April 2015, including the approved capital equipment budget for 2015/16.
- (11) That at its meeting on 12 May 2015, the Committee considered and approved proposals to revise the size and membership of the Board of Manchester University Press (MUP), and recommended that the Board of Governors approve the revised Regulation XVI.
- (12) That at its meeting on 12 May 2015, the Committee considered and approved the cessation of the University's Registered Body status with the Disclosure and Barring Service (this being vested in a third party electronic service provider).
- (13) That at its meeting on 9 June 2015, the Committee received the Minutes from the meeting of the Risk and Emergency Management Group held on 14 May 2015 and noted that the Director of Compliance and Risk would be undertaking a review of the University's response to the earthquake situation in Nepal, and that a formal review of the Pariser incident had already been undertaken. Both incidents had been managed very professionally at the time and the purpose of the reviews was to capture what had been learnt. There would also be a review of the recent occupation in the Harold Hankins Building, led by the Director of Compliance and Risk. The Committee noted that the Child Protection Policy and Guidance document had been reviewed and updated and that a full communications plan would be devised in order to ensure that all Schools were aware of the procedure regarding bringing children onto University premises. The Committee also noted that statutory guidance regarding Prevent would commence for Higher Education Institutions from 1 July 2015. The guidelines had not yet been confirmed, however it was likely that a risk assessment process would be required, together with an action plan and training for key individuals. That also at its meeting on 9 June 2015, the Committee received the Minutes from the meeting of the Research Compliance Committee held on 28 April 2015.
- (14) That at its meeting on 9 June 2015, the Committee received the Minutes from the inaugural meeting of the Change and IT Projects Sub-Committee held on 28 April 2015 and approved the membership and terms of reference.

**Resolved:** The Board approved the amendments proposed to Regulation XVI: The University Press (provided at Appendix 3)

**15. Retiring members**

**Noted:** That on behalf of the Board of Governors, the Chairman expressed sincere thanks to the retiring lay members Mr Robert Hough (who would also stand down as Deputy Chair) and Finance Committee member, Dr Brenda Smith, and to the retiring Senate members, Dr Reinmar Hager, Professor Maggie Gale and Professor Ian Cotton. An event to mark their service to the Board would be held immediately after the meeting.

**Close.**

(a) **For appointment to the Board of Governors in Category 2 (lay members)**

**Mr Gary BUXTON**

Gary graduated from The University of Reading in 1998 with a BA (Hons.) in Psychology. He then went on to work briefly in recruitment, before going on to work as a Training and Support Manager and Voluntary Action Manchester, on an employment initiative, working with people who have experienced long term unemployment. Gary then went on to work as a Programme Manager for a national company, providing specialised training, advice, guidance and education for disadvantaged groups and individuals. His next position was in New East Manchester, as a Principal Social Regeneration Officer, where he covered services for young people, newly arrived communities, social inclusion, voluntary sector capacity building and health.

In 2007, Gary founded the Young Advisors Charity, where he now works as the CEO. Young Advisors is an organisation that trains, empowers and employs young people, aged 15-24, to improve their communities and local services. The charity has 40 teams nationally that employ over 1,500 young people. Their work impacts on around 87,000 directly and 673,000 indirectly each year. The charity has a strong peer-to-peer social research theme, and last year, the network helped to give 105,600 young people a voice in decisions that affected them.

Gary has previously sat on the National Community Accountability Forum, Voluntary & Community Sector Board, International Forum for Youth Participation and Democracy, and was a trustee on the Manchester University Settlement board, and so has experience of contributing to complex organisations, challenging issues and policy implementation.

Gary has been the recipient of many honours, including Future 100 Young Social Entrepreneur of the Year, Top 30 Charity CEOs on Social Media 2014, and most recently, awarded an MBE in the Queen's Birthday Honours list.

**Ms Dapo AJAYI**

Following a degree in Pharmacy, Dapo gained membership of the Royal Pharmaceutical Society of Great Britain and then took her first role at Macclesfield General Hospital's Pharmacy department. Dapo then moved into the field of Operations Management, and then became Head of Manufacturing. Her next move was to become Head of International Project Management at AstraZeneca working over 27 sites in Europe, Asia Pacific and the Americas. In 2005 Dapo became Head of UK Operations at AstraZeneca, where she was responsible for leadership of all aspects UK manufacturing and supply activities at the UK sites of Macclesfield and Avlon.

In 2008, Dapo became President and General Manager of iPR Pharmaceuticals, San Juan, Puerto Rico, where she was accountable for the leadership, development and growth of the iPR Pharmaceuticals Business and supply chain activities in Puerto Rico. As an executive member of the iPR Pharmaceuticals Board, she was responsible to the Board for the formulation of strategy and execution of plans to maximize the commercial value of iPR. As the most senior executive for AstraZeneca in Puerto Rico, Dapo was responsible for regular and wide ranging interactions with governmental officials, customers and senior stakeholders on the island.

Dapo's current role as Chief Procurement Officer for AstraZeneca involves the development and execution of a compelling procurement strategy in support of AZ's business strategy, and a development of world class Global Strategic sourcing and purchasing processes.

**(b) For re-appointment to the Board of Governors in Category 2 (lay members)**

**Mr Michael CRICK**

Michael joined the University of Manchester's Board of Governors in 2012. Educated at Manchester Grammar School and New College, Oxford, where he was president of the Oxford Union, Michael is a journalist, author and broadcaster specialising in politics. After two years as a trainee journalist with ITN, he was a founder member of Channel 4 News in 1982, later serving as the programme's Washington correspondent. He joined the BBC in 1990, working on Panorama before joining Newsnight in 1992, acting as Political Editor from 2007 to his departure in 2011. Upon leaving the BBC, he returned to Channel 4 News as their political correspondent. Michael has won three awards from the Royal Television Society: in 1989 for his coverage of the 1988 US election, in 2002 for his Panorama special on the life of Jeffrey Archer and in 2014 when he was named Specialist Television Journalist of the Year. In 2014 he was the Political Studies Association's Journalist of the Year.

He is the author of several best-selling books, including biographies of Arthur Scargill, Jeffrey Archer and Sir Alex Ferguson. In 1998 he organised the group Shareholders United Against Murdoch which helped block the BSkyB takeover of Manchester United. He was subsequently Vice Chairman of Shareholders United, and served on the Manchester United Fans' Forum.

**Mr Andrew SPINOZA**

Andrew joined The University of Manchester's Board of Governors in 2012 and is a member of the Nominations Committee. Andrew brings with him a distinguished career in the University's Alumni Association, acting as its inaugural Chairman from 2005 to 2011, and a powerful track record in PR and the media. After obtaining a BA Honours in Combined Studies from The University of Manchester, he fused career ambition with his love of the Manchester music scene by setting up the City Life magazine in 1983, before going on to become Diary Editor at the Manchester Evening News. In 1998, after ten years at the newspaper, Andrew left to set up his award-winning marketing agency SKV Communications, a national PR consultancy based in Manchester. Andrew was named as the region's Outstanding PR Professional by CIPR North West in 2007. He has been involved in the Opportunity Manchester Fund, supporting students from backgrounds which are under-represented in higher education, especially those from the Greater Manchester area. In 2011, Andrew received a Medal of Honour from the University, its highest non-academic award.

**(a) Re-appointments to the General Assembly in Category 9****Mr J Anthony McDERMOTT**

Anthony McDermott is currently a part-time OFSTED Inspector of Schools, and was previously a teacher of Chemistry and Physics at St Gregory's RC High School. He holds a BA from the Open University and an MSc from the University of Salford. He is experienced in the management of change and staff restructuring, as well as the recruitment, selection and retention of teaching staff.

**Mr Roger J MILBURN**

Roger Milburn, currently a Director of Arup, has a BSc from the University of Liverpool and an MSc in Management Science from The Victoria University of Manchester. He is responsible for the Arup business in the North West and has provided engineering design input for several large masterplans. Projects under his control include urban regeneration schemes, railways, airports, highways, bridges, waterways, environmental and traffic studies. He has been involved in regeneration projects in Liverpool, the 2002 Commonwealth Stadium, the Knowledge Capital Transportation Vision Study, Salford Quays, Dock 9 and environmental improvements to the Rochdale Canal, City Centre section. He also maintains strong links with Manchester's School of Mechanical, Aerospace and Civil Engineering.

**Mr Philip ROBSON, CEng**

Philip Robson was formerly a Director of NIS Holdings Limited and a Director on the Boards of its five group companies, which work in the areas of nuclear power, food process, security (X-Ray), nuclear waste and environmental clean-up and general industrial automation. He is a Chartered Engineer with a background in the design and development of special purpose process plant and machinery. He has worked for many regional bodies and for the Department of Trade and Industry (DTI) in a part-time/associate capacity, besides working with UMIST Ventures as a Director and with the University of Central Lancashire, where he was Deputy Chair of the Board of Governors and Chair of the Finance Committee. He is a founding Director of Advanced Robotics Research Limited at Salford University and of the Trafford Park Manufacturing Institute, and worked for four years, on a part-time basis, founding the DTI Innovation Unit in London.

**Mr John SCHULTZ, CBE**

John Shultz was Chief Executive of Stockport Metropolitan Borough Council between 1994 until his retirement in 2010. Educated at Oxford and a former diploma student at the University of Manchester, he has served as an adviser and director across a range of public and governmental bodies. He is currently the Independent Chair of Integrated Care Redesign Board at Trafford Clinical Commissioning Group, a Senior Adviser to Newton Europe Limited, a consultant to the Association of Local Authority Chief Executives, and a Non-executive Director of Stockport NHS Foundation Trust. He is a Trustee of the Halle Endowment Fund and was formerly a Community Governor at Bramhall High School.

**Mr Michael TAYLOR**

Michael Taylor is strategic business adviser and project facilitator. His clients include the Institute of Chartered Accountants England and Wales (ICAEW) for whom he is leading the Tomorrow's Practice project, he worked on the communications and content strategy of the government-backed coaching service GrowthAccelerator and advises Seneca, a new major player in financial services. He hosted a touring roadshow for GrowthAccelerator in October 2012 in 8 English cities and has fronted major corporate internal events for large corporates, charities and public sector organisations.

He is a frequent commentator on business issues on the BBC and has media-trained the senior management team of a major firm of accountants, an IT business and a leading retail property business. Previous to that he was the editorial director of publishing group Insider and won many awards for his investigative journalism and business commentary. He is the founder of Discuss Manchester, a new debating forum in the city, serves as chairman of business lobbying group

Downtown Manchester and is a non-executive director of Liberty Pensions and the University of Manchester Alumni board. In 2012 he was awarded an honorary fellowship by the University of Central Lancashire for services to the business community in the North West.

**Mrs Janet VALENTINE**

Janet Valentine is a former member of the support staff of the Victoria University and the University of Manchester, having worked within the universities over a period of 24 years. During the final four years of her work she was seconded to the TUC working on a range of educational projects in workplaces. Since taking voluntary severance from the University in 2007 she has acquired a PGCE for the post compulsory sector from the University of Huddersfield and a Certificate in Teaching English to Speakers of Other Languages (TESOL) from Trinity College London, and has gained membership of the Institute for Learning (IfL), the National Institute for Adult and Continuing Education (NIACE) and the Workers' Educational Association (WEA). She has taught on a range of public service and health service related programmes up to Foundation Degree level within two local colleges and has also taught ESOL to employees of two national public transport companies.

**Mr Peter WAINWRIGHT**

Consultant to Lambert Smith Hampton (Manchester), Surveyors and Valuers, having previously been its Chairman, he is a Board Director of the Manchester Chamber of Commerce and Industry, a Fellow of the Royal Institution of Chartered Surveyors and a former President of the Institution's General Practice Division.

**Mrs Janet WEBSTER**

Educated at undergraduate level at the University of Nottingham School of Agriculture, Janet Webster studied for a PGCE at the University of Cambridge, and subsequently gained a PhD from Glasgow University. She then spent four years pursuing post-doctoral research at the University of Leeds. Dr Webster joined the Joint Matriculation Board in 1980 as an administrative assistant, at a time of very strong links between the Board and the Victoria University of Manchester's teaching departments. She then held the post of Subject Officer for Chemistry for 22 years before taking up the post of Principal Manager: Data Processing at the AQA (The Assessment and Qualifications Alliance), formed in 2000 from the JMB, AEB and the NEAB. Currently she is Head of AQA's Results and Data Department. This work involves close liaison with UCAS and with university admissions tutors at results publication time in August to ensure the best outcomes for all candidates; the archive of examination results provides a service for mature students wishing to access lost certification; the department assists Universities in investigating fraud cases which sometimes lead to prosecution. She is also a member of the national inter-board timetable group for all GCE and GCSE examinations. In all these roles she has worked directly with examiners and schools, locally and nationally in evaluating and measuring the performance of candidates across the examination framework and liaises directly with Universities to help ensure that the national assessment system is fit for purpose. Her experience of the interface between school and university is extensive and gives her a deep insight into the challenges facing publicly accountable organisations in their quest to maintain customer focus and to uphold academic standards in the face of public scrutiny and accountability.

**Proposed Revised Regulation XVI**

**The University Press**

1. Pursuant to the provisions of Ordinance XIX.3, the membership of the Press Board shall comprise:
  - (i) as *ex officio* members: the Chief Executive Officer (CEO) of the Press, the University Librarian, and a member of the Directorate of Finance, nominated by the Director of Finance;
  - (ii) one person appointed by the Board of Governors to chair the Press Board and line manage the CEO; this individual should be a senior member of University staff, ideally a member of PRC or with equivalent experience of how The University of Manchester is managed, and should also have an understanding of academic publishing and its importance to The University; this individual should be appointed for periods of three years renewable up to a maximum of nine years;
  - (iii) a second individual appointed by the Board of Governors with a broad understanding of the governance of The University of Manchester;
  - (iv) the Chair of the Editorial Committee of the Press Board, appointed as provided for in paragraph 2 below; and an academic member of The University of Manchester who is a series editor for the Press, appointed by the CEO of the Press, advised by the Editorial Committee;
  - (v) up to four other persons who are external to The University of Manchester and MUP, who have broad understanding of developments in academic publishing and knowledge dissemination, and who shall be appointed by the Board of Governors, for a period of 3-6 years, with an appropriate pattern of rotation.
2. The Press Board shall ensure the establishment of an Editorial Committee, whose Chair shall be appointed by the Press Board following consultation with Senate. The Press Board 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 of Governors, through the Planning and Resources Committee, at least once each year.