

THE UNIVERSITY OF MANCHESTER

NOMINATIONS COMMITTEE

Wednesday 17 March 2021

MINUTES

**Present:** Mr Edward Astle (Chair)  
Mr Gary Buxton  
Mr Jim Hancock  
Mr Nick Hillman  
Mrs Susan Lipton  
Ms Roz Webster

**In attendance:** Professor Dame Nancy Rothwell (President and Vice-Chancellor), Mr Patrick Hackett (RSCOO), Mr Mark Rollinson (Secretary), Miss Sally Ainsworth.

**In attendance for Halpin, for item 4:**

Selena Bolingbroke, Dame Angela Pedder, Charlotte Stewart, Osaro Otobo, Hilary Lappin-Scott

**Apologies:** Professor Danielle George  
Mrs Bridget Lea  
Mr Kwame Kwartang

**1. Apologies and Declarations of Interest**

**Noted:** in relation to item 5 i) below, Jim Hancock had previously worked with one of the Alumni members on the list provided by DDAR [REDACTED] **Redacted – restricted information** [REDACTED] one of the Alumni members on the list provided by DDAR, [REDACTED] **Redacted – restricted information** had been contracted to work for the University on a short term basis.

**2. Minutes**

**Resolved:** The minutes of the meeting held on 14 October 2020 were approved

**3. Matters arising**

**Reported:**

- i) Following his appointment as Pro-Chancellor, Jim Hancock becomes an ex-officio member of the Committee, replacing Gillian Easson, and was welcomed to the role by the Chair.
- ii) The General Secretary of the Students' Union had been invited to attend for item 4, considering the Governance Effectiveness Review. Although unable to attend this meeting, the Governance Office would ensure he had opportunities to engage with colleagues at Halpin and on the Nominations Committee, at a later date.
- iii) Noting the news of Bridget Lea's resignation in 5 below, the Committee will also need to consider a suitable candidate to fill the vacancy on the Awards and Honours Group when she steps down at the end of the current academic year

#### 4. Governance Effectiveness Review

**Received:** a draft Project Pack from Halpin, including proposed lines of inquiry

**Noted:**

- i. In relation to the surveys, the potential to include questions about the preference for face to face or virtual meetings. One possibility might be to hold Board meetings face to face, and hold the Committee meetings virtually. This will be discussed with Board members.
- ii. The review should enable analysis of best practice inside and outside the University.
- iii. The risk of the review being too inward looking. It was important to consider what factors will affect good governance in the future, and what external influences might impact on the University.
- iv. The review should consider the Board membership and skillset, as well as culture.
- v. The selection of Senate members for interview will be based on a number of factors, including career stage, School, category of Senate membership, gender and ethnicity.
- vi. The proposed list of Board members for interview would be amended to include broader representation of staff members.
- vii. The SLT members listed in the project pack to be interviewed were all Policy Vice-Presidents, and none of the Deans were being interviewed on a 1 to 1 basis, although they would give input in other stakeholder groups. It was suggested that this be amended to include the Dean of Humanities (as the largest Faculty), and two of the Policy Vice-Presidents– Teaching, Learning and Students, and Social Responsibility.
- viii. Some staff members were in more than one group. For example, Delia Vazquez was listed as a person to interview as a Senate member, but should be moved to the Board member group of interviewees.
- ix. Discussions were held regarding the effectiveness of a review carried out remotely. The Halpin team detailed the experience they had in this area, and pointed out many positives, including the ease of arranging interviews and group sessions, as people tended to have more availability when travel was not an issue.
- x. Halpin would benchmark the University against a peer group (final selection to be determined in consultation with Nominations Committee)

**Resolved:**

Halpin to update the Project Pack and forward to the Board.

**Action: Halpin and the Deputy Secretary**

#### 5. Board member appointments

**Received:** Three reports on:

- i) Appointment to lay member vacancies
- ii) Reappointment of lay members
- iii) Reappointment of the Chair of the Board **(NB the Chair left the meeting whilst discussions took place on this item)**

**Noted:**

- i. Discussions were held regarding the vacancy requirements, and the potential candidates suggested by the Alumni Association.

- ii. The role specification for the lay member to replace Michael Crick had been amended slightly, to emphasise potential future leadership capabilities.
- iii. As Bridget Lea was stepping down from her position on 31 August 2021, there would be a third vacancy to consider and this would address specific consequent skills and experience gaps (see below)
- iv. The need to highlight EDI considerations in all appointments was agreed

**Resolved:**

- i. DDAR to make approaches [REDACTED] [REDACTED] **Redacted – restricted information** to see if they would consider the vacancy for a member of the Alumni Association . Any interested parties would then meet with a subset of the Nominations Committee, before a recommendation was made to the Board of Governors.  
**Action: DDAR and the Deputy Secretary**
- ii. That a further variant of the amended role specification for the other lay member, be developed to include the requirement for the selected candidate to have current business to consumer marketing experience. **Action: Deputy Secretary**
- iii. That search agents be engaged, in line with the selection process outlined.
- iv. To recommend to the Board that Gary Buxton, Richard Solomons and Alice Webb be reappointed for a further term of three years (ie until August 2024).
- v. To recommend to the Board that expressions of interest in the position of Chair of the Board be invited by Monday 12 April 2021, noting the Committee’s unanimous recommendation that the current Chair be appointed for a further year.

## 6. Committee membership

**Received:** A report from the Deputy Secretary detailing a proposed change in membership of the Staffing Committee.

**Resolved:**

- i. Robin Philips to replace Bridget Lea on the Staffing Committee, with immediate effect.

## 7. Proposed changes to Statutes and Ordinances

**Received:** A report on the position on proposed changes to Statutes and Ordinances, following consultation with Senate.

**Noted:**

- i. Senate had been consulted on the proposed changes, and there had been significant opposition to proposed changes to Statutes and Ordinances relating to the method of sourcing the Chancellor and the staff Board member amongst those Senate members who had voted.
- ii. In addition, an open letter signed by over 500 staff had been received, in opposition to the proposed changes.
- iii. Given the majority view of those who expressed an opinion, it would now be problematic for the Board to proceed with the original Nominations Committee recommendation.
- iv. The text of the open letter incorrectly referred to the non-academic/research staff member being elected by Professional Services (PS) staff: this was not the case and election was via the indirect General Assembly route outlined above with a limited number of PS staff eligible for election to the Board. The sub-optimal nature of this

approach had been outlined in all relevant reports and this was endorsed by the experience of the current staff member of the Board who had been through this process.

- v. The Governance Effectiveness Review could give further consideration to the above matters in the context of the overall review of governing instruments. Planning for the election for the next Chancellor will need to begin shortly.

**Resolved:**

In relation to proposed changes to Statutes and Ordinances, that further consideration of the proposed changes be deferred until that Governance Effectiveness Review was completed. The relevant Statutes and Ordinances would therefore remain unchanged for the time being.

**Action: Deputy Secretary**

## **8. Reconstitution of General Assembly**

**Received:** A report outlining the latest position in relation to the reconstitution of General Assembly.

**Noted:**

- i. Work to populate General Assembly with new members had continued. At its meeting on 15 January 2020, General Assembly delegated to the Nominations Committee the detailed work of populating and approving the revised General Assembly membership.
- ii. After some delay, the list of prospective members has been reviewed and approaches were planned in forthcoming weeks to enable a report to be made to the May 2021 Committee and the June 2021 General Assembly meeting.
- iii. These approaches will be supported by materials setting out the role of General Assembly and the benefits of membership and this includes contributions from some existing, long-standing members of General Assembly. Approaches had been made to the organisations listed as Designated Bodies and members from these organisations had been or will shortly be confirmed.

**Resolved:**

- i. Approaches continue to be made to potential members, and an update be provided on progress at the next meeting, supported by relevant supplementary materials

**Action: Deputy Secretary**

## **9. Future meetings**

The next scheduled meeting was on Wednesday 19th May 2021 (10-11.30am). This meeting will consider emerging findings from the Halpin review. A further meeting will be scheduled for late June/early July to consider the draft final report.

## **10. Any other business**

None reported