

The University of Manchester

BOARD OF GOVERNORS

Wednesday 13 December 2023

Present: Philippa Hird (Chair), Ann Barnes (Deputy Chair), Gary Buxton, Prof Daniela Caselli, Anna Dawe, Deirdre Evans (via video conference), Prof Danielle George, Guy Grainger, Dr Reinmar Hager, Nick Hillman, Tom Jirat, Prof Paul Mativenga, Hannah Mortimer, Jatin Patel, Robin Phillips, Dr Hema Radhakrishnan, Tony Raven, Tesnime Safraou, Prof Fiona Smyth and Natasha Traynor (Associate Member, via video conference). (19 members)

Apologies: President and Vice-Chancellor, David Buckley and Caroline Johnstone,

In attendance: The Registrar, Secretary and Chief Operating Officer (RSCOO), and the Deputy Secretary.

1. President and Vice-Chancellor: recommendation for appointment

Received: a report, following the conclusion of the appointment process, recommending the appointment of [Professor Duncan Ivison](#), most recently Deputy Vice-Chancellor (Research), University of Sydney. Prof Ivison's CV and references and the appointment brief, including role descriptor and person specification were appended to the report.

Reported:

(1) The search for the next President and Vice-Chancellor went public on 13 July 2023. The role descriptor and person specification was prepared following an extensive consultation process involving Senate, academic staff from each of the three faculties, Professional Services staff, representatives of campus trades unions, alumni, students, including the Students Union, General Assembly, the Senior Leadership Team and the Professional Services Leadership Team between March and May 2023. The Board considered the draft role descriptor and person specification at its meeting on 6 June 2023, and the final version, released to the Board on 7 July 2023, reflected comments at the June Board meeting and comments subsequently received from individual Board members.

(2) The closing date for the expressions of interest in the role was 1 September 2023 and the [Appointment Panel](#) chosen by Nominations and Governance Committee to ensure a broad and complementary range of skills and experience met on 13 September 2023 to agree a longlist. Sixteen candidates were identified and a further meeting of the Appointment Panel on 12 October 2023 agreed a shortlist of six candidates (the names of the shortlisted candidates were shared with the Board on a confidential basis at its meeting on 23 November 2023).

(3) All six shortlisted candidates were invited to Manchester for a series of informal meetings with members of Senate, students (including members of the Students Union Executive Team), local civic leaders, the Senior Leadership Team, and individual meetings with the Chair of the Board, the current President and Vice-Chancellor, the RSCOO and the Chief Financial Officer. The visit also included a tour of the campus. For unforeseen reasons, one of the candidates was unable to travel to Manchester for these meetings but was able to complete the majority online. These events did not form part of

the selection process and the primary purpose was to develop and enhance the candidates' understanding of the University.

(4) Interviews with the six shortlisted candidates took place on 7 and 8 December 2023. Before the interview all candidates took part in psychometric tests and mock media interviews and the outcomes from these were included in the information pack provided to the Appointment Panel. Each candidate had three separate interviews: the Panel split in two to explore different criteria from the person specification (see (5) below), with a plenary Panel meeting to hear a brief presentation to elicit candidates' thoughts on what the University should do once the current Strategic Plan comes to an end in 2025 and to ask further follow-up questions based on the earlier interviews.

(5) Candidates were assessed against the nine criteria in the person specification as set out below, with questions designed to test this:

- i) Demonstrable personal and professional commitment to the University's purpose to advance education, knowledge and wisdom for the good of society and to the promotion of our equality, diversity and inclusion and zero carbon goals.
- ii) An outstanding track record of strategic, dynamic, entrepreneurial, collaborative and emotionally intelligent leadership at a senior level at scale in a multi-faceted and complex environment.
- iii) A track record of delivering world leading research.
- iv) Strong commercial expertise.
- v) A commitment to excellence in student experience and in teaching and learning and inclusive, innovative education to deliver the highest levels of student satisfaction and attainment.
- vi) The ability effectively to listen to the University community of staff and students and the courage and honesty to make and to communicate decisions well.
- vii) The ambassadorial skills, networking capability, judgement, resilience and sensitivity effectively to forge the University's global influence and to represent the University externally at the highest level on local, national (including government) and global stages.
- viii) A track record of delivering measurable organisational improvements and outcomes.
- ix) Experience in creating structures and processes which deliver risk management, financial control and accountability whilst allowing for agility, autonomy and empowerment in a large and complex institution.

(6) After extensive deliberation, the Appointment Panel was unanimously of the view that, Prof Ivison was the outstanding candidate. Accordingly, and informed by the very positive references received for Prof Ivison, the Appointment Panel unanimously recommended that Prof Ivison be offered the post of President and Vice-Chancellor, subject to successful conclusion of contractual arrangements. The post would be offered for a five-year period, from 1 August 2024, ie until 31 July 2029, and renewable for a further five-year term. Prof Ivison had signed an initial Heads of Terms agreement, subject to Board consideration of the recommendation, and subsequent conclusion of the contract.

(7) Based on a benchmarking report from Hay Korn Ferry which looked at all available data within the sector and at appropriate non sector benchmarks, at its meeting on 8 June 2023, the Remuneration Committee had approved a remuneration range in the median to upper quartile Russell Group range (including membership of USS). The Remuneration

Committee met on 10 December 2023 and agreed to recommend a salary within that range, i.e. £ 350,000 per annum, with the package including a relocation allowance and potential for University housing for six months after arrival (if the latter applied there would be a commensurate reduction in the quantum of the relocation allowance). Prof Ivison had raised the prospect of a sabbatical at the conclusion of a second term: this was consistent with University policy and the details of this would be finalised in the final contract.

(8) Appointment Panel members present confirmed the emphatic unanimity of the Panel in recommending Prof Ivison for appointment, commenting on the breadth of his relevant experience (across all three of the University's Strategic Goals), demonstrable achievements which had been explored at length during the interview process, and his compelling vision for the University, beyond the current Strategic Plan.

(7) A detailed communications plan had been developed to ensure orderly cascade of information to key stakeholders and those who had been involved in the informal process which had preceded the Appointment Panel, before the appointment was made public. The intention was to announce the appointment in week commencing 18th December 2023.

Agreed: by unanimous decision, to approve the recommendation of the Appointment Panel to appoint Prof Duncan Ivison as the next President and Vice-Chancellor for a five-year term from 1 August 2024 (i.e. until 31 July 2029, and renewable for a further five-year term) on a starting salary of £350, 000 per annum