

The University of Manchester

## BOARD OF GOVERNORS

Wednesday, 22 September 2010

*Present:*

Mr Anil Ruia (in the Chair),  
President and Vice-Chancellor, Dr Stuart Allan, Mr Stephen Dauncey, Mrs Gillian Easson, Professor Peter Eccles, Professor Colette Fagan, Professor Luke Georghiou, Dame Sue Ion, Councillor Afzal Khan, Mrs Christine Lee-Jones, Mr Paul Lee, Dr Keith Lloyd, Dr Anne McBride, Professor Nancy Papalopulu, Mr Peter Readle, Dr Brenda Smith, Dr Andrew Walsh and Mr Gerry Yeung. (19)

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

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

*In attendance:* The Registrar and Secretary, the Deputy Secretary, the Director of Human Resources, the Director of Finance, the General Counsel, the Vice-President (Teaching and Learning) and the Director of Estates (for agenda 6).

At the outset of the meeting, Mr Anil Ruia, the Chair of the Board of Governors, noted that this was the first meeting of the Board since the University community had learned of the death of the former inaugural President and Vice-Chancellor, Professor Alan Gilbert. The Board formally expressed its sincere sadness and offered condolences to his family, friends and colleagues on this loss. A minute's silence was held as a mark of respect.

### 1. Welcome and introduction

**Noted:**

- (1) That the Chair welcomed Mrs Christine Lee-Jones, Mr Paul Lee, Mr Steve Dauncey, Professor Nancy Papalopulu, and Dr Andrew Walsh, each attending their first meeting as members of the Board of Governors. The Chair also welcomed Mr Steve Mole to his first meeting since his appointment as Director of Finance.
- (2) That in providing an introduction to the Board and an overview of its work, the Chair highlighted a number of important considerations for members.
- (3) That the first of these considerations concerned the proper declaration of all business and outside interests by members of the Board of Governors. In a separate exercise, the Registrar and Secretary would write to each member at the outset of the academic year in order to prepare a full register of all interests of members the Board of Governors. In addition, members were reminded at each meeting in the agenda, of the requirement to properly declare any interests during the course of the Board's deliberations. They might do this through advance notification to the Secretary, or advise the Chair at the appropriate point in the meeting. The Chair, in consultation with the Secretary, would then determine how that declaration would be managed, if required or appropriate.
- (4) That the second consideration concerned the importance of maintaining the confidentiality of the Board's business. In providing and publishing the minutes of each meeting, the Board aimed to provide an open and transparent account of its deliberations in accordance with the University's responsibilities as a public body. However, from time to time, there would be issues raised or comments made within

meetings that were particularly sensitive. Members of the Board were therefore urged by the Chair to strictly maintain the Board's confidentiality at all times as this would ensure that the Board's ability to exchange views in a free and frank manner for the purpose of deliberation was not compromised.

- (5) That the third and final consideration concerned the important distinction between the management and governance of the University. Board members, the Chair outlined, had a collective responsibility to ensure the University was well-run, but should not become involved in its direct management. The Board's commitment to this principle and its continuing role as a "critical friend" would be especially important as the University worked within a difficult funding environment.

## 2. Minutes

**Confirmed:** The minutes of the meeting held on 15 July 2010.

## 3. Matters arising from the minutes

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

## 4. Chairman's report

### (1) Membership of Board Committees

**Reported:** That there were five principal standing committees of the Board: Audit, Risk, Finance, Remuneration, and Nominations. The Board is also represented on the University Press Board (via Mrs Gillian Easson as Chair), and the UMIP Board (via Dr Keith Lloyd). A number of changes in membership of the principal committees occurred over the summer and the full membership of the Board's committees is as follows:

#### *Audit*

Ms Kathleen Tattersall (*in the Chair*)  
Mr Alan Clarke  
Mr Stephen Dauncey\* (*vice* Councillor Roy Walters)  
Councillor Afzal Khan  
Mr Gerry Yeung  
*Secretary:* Mr Martin Conway

#### *Finance*

Dr Keith Lloyd (*in the Chair*)  
Professor Luke Georghiou  
Mr Robert Hough  
Mr Paul Lee\* (*vice* Dr Keith Lloyd)  
Dr Brenda Smith  
Dr John Stageman\* (*vice* Mr John McGuire)  
The President and Vice-Chancellor (*ex officio*)  
The General Secretary of the Students' Union (*ex officio*)  
*Secretary:* Mrs Alison Holt

#### *Risk*

Dame Sue Ion (*in the Chair*)  
Dr Anne McBride  
Professor Colette Fagan\* (*vice* Dr Kammie Kitmitto)  
Mr Peter Readle  
A Vice-President (tbc)  
The President and Vice-Chancellor (*ex officio*)  
The Registrar and Secretary (*ex officio*)

The Associate Vice-President for Compliance and Risk Management (*ex officio*)  
Dr Keith Lloyd (*ex officio*, as Chair of the Finance Committee)  
Ms Kathleen Tattersall (*ex officio*, as Chair of the Audit Committee)  
*Secretary:* Dr Timothy Stibbs

*Remuneration*

The Chair of the Board of Governors (*in the Chair*)  
Dr Brenda Smith  
Mr Gerry Yeung  
Dr Keith Lloyd (*ex officio*, as Chair of the Finance Committee)  
The President and Vice-Chancellor (except in relation to matters affecting the remuneration of the President and Vice-Chancellor) (*ex officio*)  
*Secretary:* The Registrar and Secretary

*Nominations*

The Pro-Chancellor (Sir John Kerr) (*in the Chair*)  
*Appointed by the Board of Governors*  
Ms Debra Dickson  
Mrs Gillian Easson  
Dr Stuart Allan\* (*vice Professor Colette Fagan*)  
*Nominated by the General Assembly*  
Dr Ronald Catlow  
Mr Brian Clancy  
Mrs Elizabeth France  
Mr James Hancock  
Mrs Janet Pickering  
*Secretary:* Mr Martin Conway

**(2) The re-appointment of the Registrar and Secretary**

**Reported:** That at the July meeting of the Board of Governors, the Registrar and Secretary, Mr Albert McMenemy, declared his intention to retire from the University on 31 July 2011.

**Noted:** That the Board of Governors appointed the Registrar and Secretary for a period of five years from 25 October 2005. As this term of office was coming to an end, it had been agreed that the appointment term should be formally extended. This would appoint the current Registrar and Secretary for a further nine-month period, by which time the new President and Vice-Chancellor will have been in post for twelve months, and would provide the University with adequate time to make a suitable appointment to this important position through the Senior Appointments Committee.

**Resolved:** That the term of office of the Registrar and Secretary should be extended to 31 July 2011.

**(3) The establishment of a University Staffing Committee**

**Reported:**

- (a) That following the legal implications arising from a tribunal ruling at Aberdeen University in 2008, the University engaged in a process of consultation with the Campus Trade Unions concerning the potential termination of contract for a number of staff currently employed on limited-term appointments. The proposal to establish a Staffing Committee of the Board, in accordance with the Statutes and Ordinances of the University, is the recommended outcome of this consultation process.
- (b) That the issue of termination of contract by reason of redundancy is covered by Statute XIII and Ordinance XXIII.

- (c) That, in order to comply with the relevant Statute and Ordinance, a Staffing Committee of the Board must be convened to consider the cases affected, so that the Board was appropriately advised and could, if necessary, determine whether the relevant Ordinance should be instituted to effect any potential termination of contract..
- (d) That the Board is entitled to determine and appoint the membership of the Staffing Committee where required under Ordinance XXIII, provided that the following constitution of the Committee applied in each instance:

“Three lay members of the Board, one of whom shall be designated as Chair of the Committee by the Board of Governors.

Two members of the Board in Categories 3 or 4 of the membership, selected according to the circumstances of the particular case or cases under consideration from a panel of at least five such members who have been nominated from time to time by the Board for this purpose according to a process of its own choice.”

The Committee, in its operation, is also required to take a pan-institutional view in order to confirm that the opportunities available for the avoidance and mitigation of redundancy have been fully explored and that suitable and appropriate process are available for:

- planning
- matching staff to emerging roles
- redeployment and retraining to facilitate future operational requirements
- establishment and availability of appropriate funding mechanisms.

**Resolved:**

- (a) That a Staffing Committee should be established with the composition outlined above.
- (b) That the panel, from which the two members of the Board in Categories 3 and 4 are to be selected, should comprise the full membership of Category 3 (members of the Senate) and Category 4 (members of staff other than academic or research staff) of the Board, in order to maximise representation and offer greater flexibility.
- (c) That the Chair of the Board of Governors be authorised, on behalf of the Board of Governors, to populate the Committee, so that the Committee can be convened ahead of the next meeting of the Board of Governors. Once in operation, the Committee would report directly to the Board in line with other Board Committees.

**(4) UMIP Power of Attorney**

**Reported:** That the powers of attorney in relation to all matters concerning the University’s intellectual property and its commercialisation, previously granted to UMIP by the University, were due for renewal. A Deed extending the agreement for a further three-year period to 30 September 2013 had been prepared for approval by the Board of Governors.

**Resolved:** To approve the Power of Attorney Deed as drafted for the Board and to authorise the University to sign-off the transfer for a further three year period.

## 5. Secretary's report

### (1) Public Interest ("whistleblowing") Procedure

**Reported:** That under the provisions of General Regulation VIII.12, the Board of Governors was required to designate, on an annual basis, a lay member to fulfil requisite functions in accordance with the University's Public Interest Disclosure ('whistleblowing') procedures, and in respect of concerns or allegations which may from time to time be raised under those procedures (as detailed in General Regulation VIII.8-11). The Board, having noted that this role could most appropriately be assumed by the Chair of the University's Audit Committee, has previously designated Ms Kathleen Tattersall to act in the capacity of 'notified lay member'.

**Resolved:** That Ms Kathleen Tattersall be re-designated to act in the capacity of 'notified lay member', for the period from 1 September 2010 to 31 August 2011.

### (2) Elected membership of the Board of Governors in Categories 3 and 4

**Reported:**

- (a) That in the second semester of 2009-10 elections were held to fill vacancies arising in the membership of the Board of Governors in Category 3 (members of the Senate) and in Category 4 (members of the staff other than academic or research staff).
- (b) In Category 3, five nominations were received for the two places available. Following the ballot of Senate members, Professor Maggie Gale (*vice* Dr Alison Qualtrough) and Professor Nancy Papalopulu (*vice* Dr Wiebke Brockhaus-Grand) were duly elected. Each would serve for a period of three years (as long as they remained on the Senate) from 1 September 2010.
- (c) In Category 4, three nominations were received for the two places available. Following the ballot of General Assembly members, Ms Debra Dickson was re-elected and Dr Andrew Walsh (*vice* Dr Kammie Kitmitto) was elected to the Board of Governors for the first time. Each would serve for a period of three years, or for as long as they remain on the General Assembly, with effect from 1 September 2010.

### (3) Appointment of the Pro-Chancellor

**Reported:** That during the tenure of office of the Chair of the Board, the Board may, at its discretion, grant to the Chair of the Board of Governors the additional title of Pro-Chancellor, provided that the grant of such title should not permit the Chair of the Board to undertake any of the duties and responsibilities reserved by the Statutes to the office of Pro-Chancellor provided for in Statute IV.7.

**Resolved:** That Mr Anil Ruia be appointed as Pro-Chancellor for the duration of his tenure as Chair of the Board of Governors.

## 6. Board Monitoring Group

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

**Reported:** That the Monitoring Group had received a report on Contingency Planning, and on the latest position in respect of the £19m savings target, derived from a combination of ERVS, vacancy management and additional income. At the time of report, ERVS savings were in the region of £11m, with only limited take up of flexible working. The external funding environment was likely to be extremely difficult, with the Browne Review widely expected to release the cap on fees and deliver an exchange of public for private funding. A cut of 25% could affect the University in a number of different ways, depending upon the way it is implemented. Modelling these scenarios at the current time is extremely difficult, as there was

so much uncertainty beyond the headlined cuts anticipated. Though it was reported that however difficult the environment became, the University would continue to act strategically.

**Noted:**

- (1) That the University, although reluctant to comment publically on a changing situation, had been actively lobbying to communicate its strengths, particularly in terms of the funding made available for research and in fundamental science. A senior member of staff had recently met the Minister for Universities and Science, and a visit from Treasury officials had taken place in recent weeks, during which the visitors had indicated how impressed they were with the University's ambition and achievements.
- (2) That it would be likely that information on the impact of cuts and on the implementation of the Browne Review would only follow some time after the publication of the Report and the announcement of the Comprehensive Spending Review.

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

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

**Received:** The report of the President and Vice-Chancellor to the Board of Governors in July 2010, which was ordered to be bound for reference.

- (a) That the President and Vice-Chancellor provided a comprehensive report on the priorities of the University going forward, speculating on the impact of cuts of around 25% and on the importance of remaining rooted to the University's strategic objectives. Within this, Professor Dame Nancy Rothwell outlined how the University would need to make progress on its three core goals in a rapidly changing and challenging external environment. The President and Vice-Chancellor was personally leading on two important areas: (1) investing real substance and momentum into Goal Three which commits the University to being socially responsible; and (2) the development of an internationalisation strategy.
- (b) That the President and Vice-Chancellor, with input from the Director of Finance, provided an update on the University's financial position. Board colleagues were reminded that in managing the finances of the University in 2009-10, the over-riding imperative had been to consolidate the financial position of the University by generating a surplus - both pre-and post-exceptionals. Since embarking on its deficit-elimination strategies early in 2007, this had been a priority and the President and Vice-Chancellor was therefore pleased to report that the 2009-10 financial result (pre-audit) not only fully met that important priority, but indicated an operating surplus that left the University better placed than had been expected at this stage, though this still barely met the minimum HEFCE recommendations and it was essential that the University built-up strong cash reserves, as it entered a deteriorating economic climate.
- (c) That the President and Vice-Chancellor re-emphasised that the University was committed to developing sound, strategically-informed Five-Year Forecasts predicated on the need to generate re-investable surpluses into the foreseeable future on a scale commensurate with the strategic objectives of the University. At one level, the purpose of this exercise was to satisfy compliance obligations to HEFCE, which required institutions to submit rolling Five-Year Forecasts each December. In compliance with this obligation, the 2010 Forecasts (covering the period 2010-15) were being finalised for submission to Finance Committee at its November Meeting and for approval by the Board at its meeting later that same month. The President and Vice-Chancellor reminded the Board that while some assumptions could be made about income and expenditure assumptions, too much uncertainty remained about the external financial environment for credible planning assumptions to be made, especially in relation to the 'out' years. Therefore, placing any

estimates prematurely on the public record would risk causing unnecessary alarm among students, colleagues and stakeholders of the University. The Five-Year Forecasts submitted to HEFCE in December 2010 would therefore seek to provide informed base case forecasts. The Board members were aware through the work of the Board Monitoring Group, that the Senior Executive is not only developing a set of “base case” forecasts but was also modelling a wider spectrum of funding scenarios as a basis for contingency planning.

- (d) That Board members were aware that the “Academic Ranking of World Universities” carried out annually by the Institute of Higher Education in China’s Shanghai Jiao Tong University was generally regarded by research-led universities around the world as the most reliable of international rankings and had been the only objective ranking to date. In providing an update as to the University’s position, the President and Vice-Chancellor highlighted that while there were some methodological issues with this Index, explained in her accompanying report, it was generally considered to use credible, consistent criteria, and is developed in a largely transparent, contestable manner. For these reasons, Manchester has identified the Jiao Tong Index as a primary indicator of our international standing and competitiveness. Given the importance the Jiao Tong Index as a barometer of the University’s progress, the President and Vice-Chancellor expressed her concern that in the 2010 Rankings the University has slipped three places from 41<sup>st</sup> to 44<sup>th</sup>. This is the second consecutive year that the University had fallen (previously from 40<sup>th</sup> after very substantial rises). Therefore she had asked colleagues in the University to conduct a detailed examination of the 2010 outcome and to consider in the process whether there were initiatives that the University might sensibly take to improve its position. The President and Vice-Chancellor further outlined that a number of critics had attacked the Jiao Tong ranking for its methodology, which might introduce a bias towards US institutions. More significantly for The University of Manchester, the Jiao Tong did not assess most of our disciplines in Humanities or in subjects allied to medicine, many of which were particularly strong. Thus, while The University would not abandon the Jiao Tong as an important international indicator of research quality, it was important to seek other independent measures of all of its activities.
- (e) That the President and Vice-Chancellor provided an update on the University’s performance in the National Student Survey. Within the report she highlighted the fact that the overall satisfaction score for this University had improved from 77% in 2009 to 79%. However, she viewed the University’s current standing in this survey as unacceptable. In elaborating on this, the President and Vice-Chancellor reminded members that although the University had many priorities, none was higher than the quality of the education, support and wider experience offered to students. For the University, improving the student experience continued to be a major and urgent priority. The University had made some progress on the personalisation of student learning and curriculum review, but as the 2010 scores showed there remained much to do. The President and Vice-Chancellor remained committed, therefore, to implementing all the recommendations contained in the Review of Undergraduate Education, which was instigated by Professor Alan Gilbert in 2007 and which was being taken forward by Professor Colin Stirling.
- (f) That the President and Vice-Chancellor reported that the Intake Management Group (IMG) had met at regular intervals throughout the admissions cycle to monitor student enrolments for 2010 entry against approved targets. The work of this Group had continued to focus on the maximising the quality of the student intake and the associated fee income, and to take account of the student experience. Throughout the cycle admissions data had shown increases in acceptances at all levels of study. Despite all the positive admissions data, it was not possible at this stage in the cycle to provide an accurate indication of likely student numbers. This was because there were a number of factors beyond the University’s control that influence whether or

not a student enrolls, such as difficulties in securing funding and in gaining visa entry. The President and Vice-Chancellor would update Board members at the meeting in November and provide a more detailed report on student numbers and associated issues. Final registration numbers would not be known until after 1<sup>st</sup> December 2010, the official HESES snapshot date. At the time of report, over 27,500 students had completed registration, but the overseas recruitment position was not yet clear. The President and Vice-Chancellor was able to report that the registration experience was much improved on the previous year where problems with Campus Solutions delayed and frustrated the registration process for many, and expressed her thanks to staff in recruitment, admissions and those who worked directly in supporting the registration process.

- (g) That the President and Vice Chancellor and the Director of Estates, Diana Hampson, presented the University's latest Estates Strategy. The document was required by the HEFCE as a condition for future applications for capital funding. This sets out a development framework for The University of Manchester covering a ten year period from 2010 to 2020, focusing on providing the appropriate physical infrastructure to meet the University's vision contained in *Advancing the Manchester 2015 Agenda*. In addition to the key themes of improving the condition and functionality of the estate, and securing space efficiencies, the Strategy also takes account of the urgent need to reduce dramatically the University's carbon emissions over the next decade. This, it was reported, was the *right thing* for a responsible University to do and because HEFCE has determined to set challenging targets backed up by major funding incentives and disincentives. The Strategy would build on the £450m investment in new and refurbished buildings undertaken since 2004, and explore ways of completing the original objective of making the entire campus fit-for-purpose at the highest international levels by 2015. As Board members were aware, achieving this goal would be difficult in the external funding climate, which was likely to persist at least to 2015, and as has been reported previously was almost certain to require the strategic release of surplus building stock. In up-dating the *2004 Estates Master Plan*, the University had been working closely with City Planners, and has consulted with stakeholders across the campus.

**Noted:**

- (a) That the University's performance in the Times Higher Ranking, 87<sup>th</sup>, was poor, however, serious concerns had been expressed about its methodology, and in particular its use of citation data. A comment piece circulated by the Professor Malcolm Grant, of UCL, highlighted many of these problems inherent in producing and drawing conclusions from global rankings, when each of them adopted and employed different emphases and where no single table was adept at fairly comparing institutional performance in such a diverse sector. Nonetheless, it was emphasised that the Board and wider University must remain cognisant of league table positions and respect the University's position according to the methodology employed, because of their influence on staff and student recruitment. It was also important that the University took whatever steps it could to improve performance, redress areas of weakness and to maximise student returns so that the most accurate reflection of the University's strength was presented.
- (b) That the Vice-President for Teaching and Learning noted that modest improvement in the NSS result was encouraging, but the position for the University remained poor overall. Although there had been exceptional performances in some Schools, notably Electrical Engineering and Electronics, there remained a small number of disciplines with disproportionately large numbers of students. In these areas the higher return rate of responses would mean that any poor performance would have a significant impact on the University's overall performance. The University's position in the NSS is being addressed through direct engagement with Heads of School. In addition, steps were being taken to re-profile, where

results allow this, in those areas where class and tutorial sizes were viewed to adversely affect scores.

- (c) That there was some evidence to suggest that changes made in respect of national visa entry conditions would be problematic for the University in terms of student and staff recruitment. The University would continue its informal lobbying activity in order to communicate the difficulties experienced and the restrictions the changes imposed.
- (d) That the Estates Strategy encompassed three broad themes; the establishment and maintenance of world-class facilities, the delivery of objectives in respect of carbon management and sustainability, and the most efficient and effective use of the University's space. As part of the first of these themes it was likely, given the level of investment required to develop the North Campus to world class standard, that the University would seek to divest this part of the University's portfolio over the next fifteen years, in consultation with city planners. In addition, the cuts in funding anticipated might determine a new profile for the University, which would require the University to allow flexible within the pursuit of the Strategy and in order to ensure a campus fit for purpose.
- (e) That the President and Vice-Chancellor had met with the Chief Executive of Christie NHS Foundation Trust in the week prior to the Board meeting to further discuss development in respect of the University's commitment to contribute £5m of the total estimated cost of £20-£25m for a Cancer Research Building on the Christie site.

**Resolved:**

- (a) That the Board recorded its particular gratitude to the Director of Finance and his team, to the five primary budget holders (the Vice-President/Deans and the Registrar & Secretary), and to senior academic and professional support managers across the University, for the contributions they had made to the sound financial management of the institution
- (b) That the Board of Governors endorsed the approach to the development of the Five-Year Forecasts prepared for HEFCE.
- (c) That the Board approved the updated Estates Strategy for onward transmission to HEFCE.
- (d) That the Board reiterated its support for the proposal for a building on the Christie site, the funding approach having been previously endorsed by the Board of Governors in July 2010.

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

**Reported:**

**(a) Vice-President and Dean**

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

Keith Brown, MA, PhD (Glasgow), previously Director of the Scottish Parliament Project, University of St Andrews, as Vice-President and Dean of the Faculty of Humanities from 1 September 2010.

**(b) Associate Vice-Presidents**

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

Lord Keith Bradley, as Associate Vice-President (Governmental, Political and Regional Relationships), with effect from 1 May 2010.

Professor Alistair Ulph, as Associate Vice-President, with effect from 1 October 2010.

**(c) Professorial appointments**

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

**Chair of Sociology**

Suzanne J Heath, BSc (Hons), PhD (Lancaster), previously Professor of Sociology, University of Southampton, as Professor in Sociology in the School of Social Sciences from 1 September 2010.

**Chair of Economics**

James Banks, BSc, MSc, PhD (University College London), previously Professor of Economics, University College London and Deputy Research Director, Institute for Fiscal Studies, London, as Professor in Economics in the School of Social Sciences from 1 September 2010.

**Chair of Economics**

Rachel Griffith, BA, MSc, PhD (Keele), previously Professor and Deputy Head of Department, University College London and Deputy Research Director, Institute for Fiscal Studies, London, as Professor in Economics in the School of Social Sciences from 1 September 2010.

***Ad Personam* Promotional Chair in Physics**

Kostya Novoselov, PhD (Nijmegen, The Netherlands), previously Royal Society University Fellow in the School of Physics and Astronomy at this University, as Professor of Physics in the School of Physics and Astronomy from 1 August 2010.

***Ad Personam* Promotional Chair in Aerodynamics and Shock Physics**

Konstantinos Kontis, BEng, MSc, PhD (Cranfield), previously Reader in the School of Mechanical, Aerospace and Civil Engineering at this University, as Professor of Aerodynamics and Shock Physics in the School of Mechanical, Aerospace and Civil Engineering from 1 August 2010.

***Ad Personam* Promotional Chair in High Voltage Technology**

Ian Cotton, BEng, PhD (UMIST), previously Reader in the School of Electrical & Electronic Engineering at this University, as Professor of High Voltage Technology in the School of Electrical and Electronic Engineering from 1 August 2010.

***Ad Personam* Promotional Chair in Planetary Science**

James Gilmour, BSc, PhD (Sheffield), previously Reader in the School of Earth, Atmospheric & Environmental Sciences at this University, as Professor of Planetary Science in the School of Earth, Atmospheric & Environmental Sciences from 1 August 2010.

***Ad Personam Promotional Chair in Polymer Chemistry***

Peter Budd, BSc, PhD (Manchester), previously Reader in the School of Chemistry at this University, as Professor of Polymer Chemistry in the School of Chemistry from 1 August 2010.

***Ad Personam Chair in Systems Biology***

Michael Richard Hern White, BA (Oxford), PhD (Imperial College, London) previously Professor of Cell Imaging at the University of Liverpool, appointed as Professor of Systems Biology in the Faculty of Life Sciences at this University from 1 October 2010.

***Ad Personam Promotional Chair in Stem and Developmental Biology***

Susan Kimber, BA, MA, PhD (Cambridge), previously Reader in Stem and Developmental Biology in the Faculty of Life Sciences at this University, as Professor of Stem and Developmental Biology in the Faculty of Life Sciences from 1 August 2010.

***Ad Personam Promotional Chair in Zoology***

Matthew Cobb, BA, PhD (Sheffield), previously Senior Lecturer in Animal Behaviour in the faculty of Life Sciences at this University, as Professor of Zoology in the Faculty of Life Sciences from 1 August 2010.

***Ad Personam Promotional Chair in Structural Biology***

David Leys, Licentiate in Biochemistry, PhD (Ghent), previously Reader in Structural Biology in the Faculty of Life Sciences at this University, as Professor of Structural Biology in the Faculty of Life Sciences from 1 August 2010.

***Ad Personam Promotional Chair in Comparative Neurobiology***

Catherine McCrohan, BA (Cambridge), PhD (Sussex), previously Senior Lecturer in Zoology in the Faculty of Life Sciences at this University, as Professor of Comparative Neurobiology in the Faculty of Life Sciences from 1 August 2010.

***Ad Personam Promotional Chair in Neuroscience***

Richard Baines, BSc (Salford), PhD (UMIST), previously Reader in Neurobiology in the Faculty of Life Sciences at this University, as Professor of Neuroscience in the Faculty of Life Sciences from 1 August 2010.

***Ad Personam Promotional Chair in Biochemistry***

Christopher Grant, BSc, PhD (Kent), previously Reader in Biochemistry in the Faculty of Life Sciences at this University, as Professor of Biochemistry in the Faculty of Life Sciences from 1 August 2010.

***Ad Personam Promotional Chair in International Business***

Mohammed Yamin, BA (Hons), MA, PhD (Manchester), previously Reader in International Business in the Manchester Business School, as Professor in the Manchester Business School from 1 August 2010.

***Ad Personam Promotional Chair in Comparative Religion***

Alan V Williams, BA (Hons), MA, PhD (London), previously Reader in Iranian Studies and Comparative Religion in the School of Arts, Histories and Cultures, as Professor in Comparative Religions in the School of Arts, Histories and Cultures from 1 August 2010.

***Ad Personam Promotional Chair in Environmental Economics***

Dan S Rigby, BSc (Hons), MA, PhD (Manchester), previously Reader in Environmental Economics in the School of Social Sciences, as Professor in the School of Social Sciences from 1 August 2010.

***Ad Personam Promotional Chair in Early Christianity***

Kate Cooper, BA, MA, PhD (Princeton), previously Senior Lecturer in Classics and Ancient History in the School of Arts, Histories and Cultures, as Professor in Early Christianity in the School of Arts, Histories and Cultures from 1 August 2010.

***Ad Personam Promotional Chair in History of Jewish-Christian Relations***

Daniel R Langton, BA (Hons), PhD (Southampton), previously Senior Lecturer in Jewish-Christian Relations in the School of Arts, Histories and Cultures, as Professor in the History of Jewish-Christian Relations in the School of Arts, Histories and Cultures from 1 August 2010.

***Ad Personam Promotional Chair***

Emilios Avgouleas, LL.B (Hons) with Distinction, LL.M, PhD (London School of Economics), previously Reader in International Financial Law in the School of Law, as Professor in the School of Law from 1 August 2010.

***Ad Personam Promotional Chair in Psychology***

Neil Humphrey, BA (Hons), PhD (Liverpool John Moores), previously Senior Lecturer in the Psychology of Education in the School of Education, as Professor in Psychology of Education in the School of Education from 1 August 2010.

***Ad Personam Promotional Chair in Educational Leadership***

Christopher J Chapman, BSc (Hons), PGCE, MA, PhD (Warwick), previously Reader in Educational Leadership and School Improvement in the School of Education, as Professor in Educational Leadership in the School of Education from 1 August 2010.

***Ad Personam Promotional Chair in Archaeology***

Siân Jones, BA (Hons), PhD (Southampton), previously Senior Lecturer in Archaeology in the School of Arts, Histories and Cultures, as Professor of Archaeology in the School of Arts, Histories and Cultures from 1 August 2010.

***Ad Personam Promotional Chair in Sociology***

Dale K Southerton, BA (Hons), PhD (Lancaster), previously Reader in Sociology in the School of Social Sciences, as Professor in the School of Social Sciences from 1 August 2010.

**Ad Personam Promotional Chair**

Andrew P McMeekin, BSc (Hons), MSc, PhD (UMIST), previously Reader in the Manchester Business School, as Professor in the Manchester Business School from 1 August 2010.

**Ad Personam Promotional Chair in the History of Christianity**

W Jeremy Gregory, BA (Hons), DPhil (Oxford), previously Senior Lecturer in the School of Arts, Histories and Cultures, as Professor in the School of Arts, Histories and Cultures from 1 August 2010.

**(d) Grant of the title of Reader**

The University Promotions Committee for the Faculties listed below have, on behalf of the Senate and the Board of Governors, approved recommendations that the following, who currently held appointment as Senior Lecturer or Senior Research Fellow in the Schools indicated, be granted the title of Reader with effect from 1 August 2010:

*Faculty of Engineering and Physical Sciences*

Peter Gardner	Chemical Engineering and Analytical Science
Mike Barnes	Electrical & Electronic Engineering
Tim O'Brien	Physics and Astronomy
Robert Stevens	Computer Science
Louise Walker	Mathematics
Julie Gough	Materials
Carl Percival	Earth Atmospheric and Environmental Sciences
Teresa Alonso-Rasgado	Mechanical, Aerospace and Civil Engineering

*Faculty of Humanities*

Nikolay Mehandjiev	Manchester Business School
Silvia Massini	Manchester Business School
Glyn Redworth	History
Simona Giordano	Law
Daniel Brockington	Environment and Development
Toby Seddon	Law

**(e) Promotions to Senior Lecturer**

The University Promotions Committee for the Faculties listed below have, on behalf of the Senate and the Board of Governors, approved recommendations that the following, who currently held appointment as Lecturer or Research Fellow in the Schools indicated, be granted the title of Senior Lecturer or Senior Research Fellow with effect from 1 August 2010:

*Faculty of Engineering and Physical Sciences*

Jin-Kuk Kim	Chemical Engineering and Analytical Sciences
Mark Kambites	Mathematics
Martin Attfield	Chemistry
Robert Prosser	Mechanical, Aerospace and Civil Engineering
Christian Schwanenberger	Physics and Astronomy
Ian Kinloch	Materials
Simon Harper	Computer Science
Mark Coleman	Mathematics
Delia Vazquez	Materials

Marion Birch	Physics and Astronomy
Simon Webb	Chemistry

*Faculty of Humanities*

Mark Winter	Manchester Business School
George Bratsiotis	Social Sciences
Diane Slaouti	Education
Susi E Miles	Education
Peter Oakes	Religions and Theology
Anne-Maree Farrell	Law
Martin Hess	Environment and Development
Beverly Metcalfe	Environment and Development
David Liggins	Philosophy
Edward Lee	Manchester Business School
Bridget Byrne	Sociology
Polly Low	History
Ana Carden-Coyne	CIDRA
Martina T Faller	Linguistics
Jonathan T H Quong	Politics
David Spendlove	Education
Emma Loosley	Art History and Visual Studies
Peter P Liddel	History
Anne Stafford	Accounting and Finance
Jerome de Groot	English and American Studies
Martin Dodge	Environment and Development
Kimberley Brownlee	Politics
Graham Smith	Law
Ralf Brand	Environment and Development
Albena Yaneva	Environment and Development
James Evans	Environment and Development
Nikolaos Tzavidis	Social Sciences

*Faculty of Life Sciences*

Dr Alan Whitmarsh	Life Sciences
Dr Holly Shiels	Life Sciences
Dr David Kirby	Life Sciences
Dr Casey Bergman	Life Sciences
Dr William Sellers	Life Sciences
Dr Clare O'Donnell	Life Sciences
Dr Rasmus Petersen	Life Sciences
Dr Andrew Gilmore	Life Sciences

**(f) Change of Professorial title**

Acting on behalf of Senate and the Board of Governors, the President and Vice-Chancellor had approved a change in title of the appointment held by Professor Graham Ward, such that it should be 'Samuel Ferguson Chair for Practical Theory' (in lieu of Professor of Contextual Theology and Ethics) (from 1 August 2010).

**(g) Grant of the title of Professor Emeritus**

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

Professor Alan Gilbert, on his retirement as President and Vice-Chancellor (from 1 July 2010)

Professor Roger Plymen, Professor of Pure Mathematics (in the School of Mathematics) (from 1 October 2010)

Professor Stephen Rigby, Professor of Medieval Social and Economic History (in the Faculty of Humanities) (*from 1 October 2010*)

**(h) Award of Honorary Degrees**

Acting on behalf of Senate and the Board of Governors, and on the recommendation of the University's Awards and Honours Group, the President and Vice-Chancellor approved the following, at a ceremony to be held during 2010-11, of the following degrees *honoris causa*:

Professor Thomas Schelling DSocSci

**(j) Representatives on outside institutions**

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

Manchester High School for Girls Professor Robert W Munn, for a further period of four years from 30 November 2010.

**(k) Other authorisations**

Acting on behalf of Senate and the Board of Governors, the Chairman of the Board of Governors approved the naming of the Learning Commons in honour of the inaugural President and Vice-Chancellor of The University of Manchester, Professor Alan Gilbert, in recognition of his deep-seated commitment to teaching and learning and the improvement of the student experience. The building will be known as the 'Alan Gilbert Learning Commons'.

**(l) Seal orders**

Pursuant to General Regulation VII.4, the Common Seal of the University has been affixed to the instruments recorded in entries no 969-984 Seal Register 1.

**8. Board committee reports**

**(1) Audit Committee (20 September)**

**Received:** A summary report from the meeting of the Audit Committee held on 20 September. The Statement on Public Benefit and Corporate Governance, together with the Annual Opinion of the Internal Auditors was also enclosed, for information.

**Reported:** That the Board received an oral report on the progress of the 2009/10 audit of the Financial Statements, the implementation of the Charities Act, and changes introduced to the Financial Memorandum between HEFCE and higher education institutions.

**R (2) Remuneration Committee (15 July 2010)**

**Received:** A summary report and minutes of the meeting of Remuneration Committee held on 15 July.

**Noted:** That Professor Dame Nancy Rothwell had been appointed for a term of office of seven years, with a formal review to be scheduled after four years served

**Resolved:** That the Committee's decision, on behalf of the Board of Governors, in respect of the remuneration of the President and Vice-Chancellor, be endorsed.

**9. Dates of meetings in 2010-11**

**Noted:**

- (1) Future formal meetings for session 2010-11:

Wednesday, 24 November 2010 at 3.30 pm

Tuesday, 1 March 2011 at 3.30 pm

Wednesday, 18 May 2011 at 3.30 pm

Wednesday, 13 July 2011 at 3.30 pm

- (2) That the fourth annual Planning and Accountability Conference, including members of the Board of Governors, would be held on Tuesday, 22 and Wednesday, 23 March 2011.

- (3) Future dates of the informal briefings scheduled for Board members during session 2010-11, as follows:

Wednesday, 10 November 2010 at 4.00 pm

Wednesday, 13 April 2011 at 4.00 pm

Wednesday, 8 June 2011 at 4.00 pm

**Taken as read and signed as a correct record on 24 November 2010.**