

**THE MANCHESTER METROPOLITAN UNIVERSITY**

**BOARD OF GOVERNORS**

**MINUTES OF THE MEETING HELD ON 2 JULY 2004**

**AT CREWE CAMPUS, MMU CHESHIRE**

Present: Mr A T Booth (Chairman)  
Dame Alexandra V Burslem  
Dr R Cherry  
Mrs L Da Cocodia  
Mr D Dunn  
Mr M N G Evans  
Professor J Finch  
Mr R J Gould  
Ms S Hardy  
Mr W Martin  
Mr G Muirhead  
Mr R Saatchi  
Mrs S Smith  
Ms L Taylor  
Mrs J Warren

In attendance: Mr K Hughes (Clerk to the Board of Governors)  
Professor B S Plumb (Deputy Vice-Chancellor)  
Mr L Grant (Financial Director)  
Mr A G Williams (Services Director)  
Mr B N Simpson (Development and Training Manager)

**790 MEMBERSHIP AND WELCOME**

A report (BG/04/12) was submitted indicating that:

- Ms Sarah Hardy had been elected President of the Students' Union and recommending her appointment as the student member of the Board.
- Dr Robert Cherry, Department of Computing and Mathematics, had been elected by the full-time teaching staff of the University for co-option to the Board of Governors. His co-option had been approved by the Board and was for a term of office extending to 31 March 2007.
- Mrs Barbara Thomas had resigned from membership of the Board on 24 May 2004.

## RESOLVED

- (i) that the report be received;
- (ii) that Ms Sarah Hardy be appointed as the student member of the Board with immediate effect for a period of office expiring on 30 June 2004, or until she ceases to be President of the Students' Union whichever shall be the sooner.

The Chairman welcomed Dr Cherry and Ms Hardy to their first meeting of the Board. The Chairman thanked Mr Dennis Dunn, Dean of MMU Cheshire, for organising the venue.

### **791 APOLOGIES**

Apologies for absence were received from Mr P Budd, Mr J Chapman and Mr J Martin.

### **792 MINUTES**

#### RESOLVED

that the minutes of the meeting held on 26 March 2004 be approved as a correct record and signed by the Chairman.

### **793 DISPLAY SCREEN EQUIPMENT REGULATIONS 1992 – HSE INSPECTION**

Arising from minute 777, the Deputy Vice-Chancellor reported that the Health and Safety Executive had conducted an inspection of the Aytoun Campus, after a second improvement notice had been served on the University under the Display Screen Regulations, 1992. An immense amount of work had been done to ensure that all systems complied with the regulations and the Health and Safety Executive found that there had been a satisfactory improvement.

### **794 GOVERNORS' HANDBOOK**

Arising from minute 786, the Chairman reported that a draft version of the Governors' Handbook had been submitted to the Nominations and Governance Committee and it was hoped that the finalised Handbook would be made available to Board members at their next meeting.

### **795 ACTION TAKEN BY THE CHAIRMAN**

A report (BG/04/14) was submitted indicating action that the Chairman had taken on behalf of the Board in accordance with Article 6.2 in relation to the following matters:

<b>APPLICATION OF THE UNIVERSITY SEAL</b>	
Sub-consultancy Agreement, White Young Green Consulting Ltd	5 April 2004
Sugden Sports Trust – Deed of Variation	22 April 2004
Deed of Covenant – Taylor Woodrow Developments Ltd	23 June 2004
<b>OTHER ACTIONS</b>	
<p>Approved the appointment of members of the Board to Committees as follows:  Peter Budd and Sarah Hardy to the Estates and Services Committee  Wade Martin to the Remuneration Committee  Mr Geoff Muirhead and Ms Liz Taylor to the Finance and Human Resources Committee  Dr Robert Cherry to the Audit Committee</p>	

## 796 VICE-CHANCELLOR'S BRIEFING

The Vice-Chancellor updated Governors on recent developments as follows:

- **Higher Education Bill** – The Third Reading of the Higher Education Bill had taken place and the Bill had been passed by both Houses. Within the Bill there were no variations in the proposals to charge fees, with universities being able to charge variable fees up to a maximum of £3,000. There was a moratorium on charging higher fees for those students who had been offered a Higher Education place in September 2005 but had chosen to obtain a deferral from their chosen university and take a gap year before starting in September 2006. The indications were that most, if not all, universities would charge the maximum allowed for programmes with any variations being accounted for by cash-back and bursary schemes. It was thought that students were most likely to treat any cash-back or bursary as a maintenance grant rather than using it to pay off their fees.

Members recognised that the impact of tuition fees was speculative at this stage and that it would be beneficial to delay any decision on the level of fees for as long as possible. It was therefore intended that the University prospectus for entry in 2006, which would be published in 2005, would not include fee structures. It was agreed that the Board should review the possible impact of variable fees at the next Board meeting.

- **Office of Fair Access** – The Bill had also included provisions relating to the establishment of an Office of Fair Access. Universities would be required to show that their admissions strategy encouraged widening participation before being allowed to raise tuition fees.
- **Higher Education Innovation Fund (HEIF) 2 Bid – (Professor Janet Finch declared an interest)** The Vice-Chancellor informed members that the University had submitted a bid for £2.4m, but had not been awarded any funding. It was

noted that three Universities in the North West had received the full £2.4m grant, namely the Universities of Manchester, Liverpool and Lancaster. Out of a total of £240m only £12m had been allocated to the North West with MMU, Salford University, The University of Central Lancashire and Bolton Institute not receiving any funding. This was a major disappointment for the University and would impact on its Science Innovation Centres, which worked closely with ‘user’ communities as part of the University’s Academic Enterprise activity. In addition, serious reservations had been raised about the methodology used to allocate the funds and the Vice-Chancellor hoped that there would still be a possibility of receiving some funding from HEFCE and some matched funding from the Regional Development Agency.

- **Institutional Audit** – The Vice-Chancellor tabled a letter (BG/04/25) from the Quality Assurance Agency outlining the findings of its institutional audit visit. The audit team had confirmed “that broad confidence can be placed in the soundness of the Institution’s current and likely future management of the quality of its academic programmes and the academic standards of its awards”. In addition, the report highlighted 7 areas of good practice, resulting from a sustained approach to quality assurance. Overall the report was an excellent outcome for the University. Thanks were expressed to Professors Janet Beer and Barry Plumb and to Mr Philip Lloyd and Mr Roy Turner for all the work they had done to make it such a successful visit. The Chairman also expressed his thanks and requested that all staff be thanked through the next issue of *‘From the Board Room’*.

## **797 REPORTS OF COMMITTEES**

The following reports were submitted:

Report of the Finance and Human Resources Committee (BG/04/19)

Report of the Audit Committee (BG/04/15)

Report of the Estates and Services Committee (BG/04/16)

Report of the Nominations and Governance Committee (BG/04/17)

Report of the Meeting of Independent Governors (BG/04/18)

RESOLVED

that the reports be received.

## **798 PAY MODERNISATION**

Arising from the report of the Finance and Human Resources Committee (BG/04/19, paragraph III), concern was expressed at the size of the task involved in meeting the deadline for transition to the new pay spine by August 2006. Members were informed that the detailed work would be undertaken by two sub-groups dealing with job evaluation and harmonisation. The Framework Agreement provided two key dates: August 2004 to agree, with the unions, a timetable to achieve pay transition and August 2006 as the deadline for transition. The Development and Training Manager indicated that he believed that both deadlines could be achieved.

## **799 RACE EQUALITY**

Arising from the report of the Finance and Human Resources Committee (BG/04/19, paragraph II3), and in response to a member's question, the Development and Training Manager informed members that the University's Race Equality Policy included procurement procedures and that providers were expected to demonstrate a commitment towards promoting racial equality.

## **800 FINANCIAL REPORT**

Arising from the report of the Finance and Human Resources Committee (BG/04/19, paragraph I4), it was noted that the projected surplus was consistent with the Board's guidelines of 1%-2% of turnover. It was further noted that financial forecasts had not taken into account the effect of variable fees or pay modernisation and these would be included in future forecasts when HEFCE required.

## **801 AUDIT COMMITTEE TERMS OF REFERENCE**

Arising from the report of the Audit Committee (BG/04/15, paragraph I1), it was noted that the Committee had received a report providing a comparison of the Committee's current terms of reference with the HEFCE model terms of reference for audit committees. Recognising that HEFCE's model terms of reference were more comprehensive than those currently in use by the Committee, the Committee had proposed the adoption of the HEFCE model. Consideration was given to paragraph 7 of the model terms of reference and it was agreed that the figure above which direct expenditure, in respect of matters covered by this paragraph, should not be incurred by the Committee without the prior approval of the Board of Governors be £30,000.

### **RESOLVED**

that HEFCE's model terms of reference, as set out in Appendix 2 to report BG/04/15, be adopted as the terms of reference of the Audit Committee, subject to the insertion in paragraph 7 of the figure of £30,000.

## **802 CAPITAL PROGRAMME PROGRESS REPORT**

Arising from the report of the Estates and Services Committee (BG/04/16, paragraph III1), members noted progress with the following capital building projects:

- **John Dalton** - Redevelopment Phases I and II were progressing to tight deadlines and budget schedules. Phase I was due to be completed by Christmas and it was expected that three floors of the John Dalton Tower would be completed by August with a release date of 24 September 2004.
- **Crewe/Alsager Site** - The proposed exchange of land with the Duchy of Lancaster was being pursued as a matter of urgency.

- **St Augustine's School** - The Clerk briefed members on progress to date over the acquisition of the St Augustine's School site. The Clerk and Mr Ian Goultly of Addleshaw Goddard had met with the Agent to the Diocesan Trustees to establish whether there was interest in selling the site. The matter was due to be brought before the next Board of Trustees meeting on 11 August.

RESOLVED

that the Clerk be requested to provide a progress report on the acquisition of the St Augustine's School site to the next meeting of the Estates and Services Committee.

### **803 HEALTH AND SAFETY**

Arising from the report of the Estates and Services (BG/04/16, paragraph II3) and further to minute 793, where it was reported that the Health and Safety Executive had conducted an inspection of the Aytoun Campus and had found that there had been a satisfactory improvement, a query was raised as to the level of engagement the University had with the Health and Safety Executive. In response, the Vice-Chancellor informed members that she had held two meetings with the Executive and that the level of work being done within the University to ensure compliance with Health and Safety Legislation exceeded that being carried out elsewhere within the HE sector. It was also noted that the University's Health and Safety Unit had good relations with the Executive but concern was expressed that the level of resources for the unit were insufficient. The Vice Chancellor indicated that consideration was being given to increasing the resources for the Unit. She stressed, however, that responsibility for health and safety was a shared responsibility, resting with faculties and departments and individual members of staff and not solely with the Health and Safety Unit.

### **804 NOMINATION OF INDEPENDENT MEMBER**

Arising from the report of the Nominations and Governance Committee (BG/04/17, paragraph I1), the Board was invited to consider the appointment of Mr Alan Benzie as an Independent Governor on the Board of Governors.

RESOLVED

that the Board endorse the appointment of Mr Alan Benzie as an Independent Governor.

## **805 MEMBERSHIP OF THE NOMINATIONS AND GOVERNANCE COMMITTEE**

Arising from the report of the Nominations and Governance Committee (BG/04/17, paragraph I2), members were informed that as a Deputy Chairman of the Board had not been appointed for the current year and following the resignation of Mrs Barbara Thomas, there were now two vacancies on the Committee.

### **RESOLVED**

that Ms Liz Taylor and Mr Roy Saatchi be appointed to the Nominations and Governance Committee.

## **806 APPOINTMENT OF VICE CHANCELLOR**

The Chairman informed members that Dame Alexandra Burslem was due to retire from her position as Vice-Chancellor of the University on 31 August 2005. It was proposed to appoint a Selection Committee and to use an executive search firm to provide a list of suitable candidates from which the Committee would shortlist, interview and select a successor. A number of 'head hunters' with a proven track record of executive recruitment in the HE sector would be approached and asked to make a presentation to the sub-committee and a firm would be selected to work with. Members of the Board, Academic Board and Directorate would be invited to give their views on the qualities they would like to see in a future Vice-Chancellor. The Chairman would, in addition, write to fellow Chairmen informing them of the forthcoming vacancy and providing them with an opportunity to put forward suitable recommendations for the position. Throughout the process the Committee would keep the Board informed of progress and request members' opinions when necessary. When a suitable candidate for the position had been selected by the Committee a report with the recommendation would be submitted to the Board for approval. Members were reminded that the position would attract a high level of interest and that there was a need for absolute confidentiality in the selection process. Discussion took place as to whether the final selection should be made by the Board or the Committee and it was agreed that the Committee should be empowered to make the recommendation to the Board, who would retain the power to veto the decision.

### **RESOLVED**

- (i) that a Selection Committee be established to consider applications for the position of Vice-Chancellor, to conduct interviews and to make a recommendation to the Board;
- (ii) that the Committee comprise:

Mr A T Booth  
Mr M N G Evans  
Mr A Benzie  
Mrs J Warren  
Professor J Finch

Mr R Saatchi  
and an external adviser (Vice-Chancellor or other) to be chosen  
by the Committee;

- (iii) that the Committee report to the Board following discussions  
with the executive search firms.

## **807 RISK MANAGEMENT**

A report (BG/04/20) was submitted providing an update on risk management and in particular progress towards embedding risk management within the University. Members were informed that Robson Rhodes was in the process of delivering half-day workshops to faculties, departments and central divisions and only one workshop date remained to be arranged with a central division. During discussion of the report, concern was expressed that the report implied that responsibility for risk management rested only at senior management level and not with all members of staff. The Vice-Chancellor acknowledged that there was a need for all employees to be aware of their responsibilities and that these would be included in the University's Personnel Information Manual.

### **RESOLVED**

- (i) that the report be received.
- (ii) that reference to an individual's responsibility for risk management be included in the University's Personnel Information Manual.

## **808 CORPORATE PLANNING STATEMENT**

A report (BG/04/210) was submitted providing details of the actions taken so far in pursuit of the set objectives for the year 2003/2004 and whether those actions were to be continued into 2004/2005. Members were informed that the document had been submitted to the Academic Board and further development was still required before submission to HEFCE. The finalised document giving the outcomes for 2003/2004 would be presented at the September Board meeting.

### **RESOLVED**

that the report be received.

## **809 REPORT OF THE ACADEMIC BOARD**

The report of the Academic Board (23 June 2004) was submitted as document BG/04/22.

RESOLVED

that the report be received.

**810 REVIEW OF THE COMPOSITION AND TERMS OF REFERENCE OF THE BOARD AND ITS COMMITTEES**

Arising from the report of the Academic Board (BG/04/22, paragraph I1), consideration was given to a report proposing changes to the Board's terms of reference and the establishment of two new Academic Board Committees and the merging of the Research Development and Research Degrees Committee into a single Research Committee.

RESOLVED

- (i) that, subject to the approval of the Privy Council, the responsibilities of the Academic Board be amended to include reference to "learning" as well as "teaching" and to include consideration of the development of academic related activities as set out in Appendix A (Appendix 1) attached to report BG/04/22;
- (ii) that the following Committees of the Academic Board be established:
  - a. the Learning and Teaching Committee
  - b. the Academic Enterprise Committee
  - c. the Research Committee, which shall include the existing Research Degrees and Research Development Committeesas presented diagrammatically in Appendix A (Appendix 2) attached to report BG/04/22;
- (iii) that the terms of reference and membership provisions set out for the Committees as detailed in Appendix A (Appendix 3) attached to report BG/04/22, be approved.

**811 STUDENT REGULATORY MATTERS**

Arising from the report of the Academic Board (BG/04/22, paragraph I2), consideration was given to proposals to amend various student regulations and procedures following the introduction by the Government of the Office of the Independent Adjudicator for Higher Education for the purpose of hearing student complaints when all internal procedures have been exhausted.

RESOLVED

- (i) that the Student Disciplinary Regulations be amended to provide for referral of cases to the Independent Adjudicator for Higher Education in accordance with the wording set out in Appendix B, paragraph 3.9, attached to report BG/04/22;
- (ii) that changes to the review, academic expulsion and student complaints procedure provide for referral of cases to the Independent Adjudicator for Higher Education in accordance with the wording set out in paragraph 3.9, and;
- (iii) that the change of wording to paragraph 3.4.7 of the existing review procedure be approved as set out in Appendix B, paragraph 3.11, attached to report BG/04/22.

**812 ACADEMIC REPORT**

The Deputy Vice-Chancellor's Academic Report covering the Spring Term 2004 was submitted as document BG/04/23.

RESOLVED

that the report be received.

**813 DATES OF MEETINGS 2005**

Members received proposed dates of meetings of the Board of Governors and its Committees for 2005 (document BG/04/24).

RESOLVED

that the proposed dates of meetings for 2005 be accepted.

**814 APPOINTMENT OF NEW CHANCELLOR OF SALFORD UNIVERSITY**

Members were informed that the new Chancellor of Salford University was to be Professor Sir Martin Harris, Vice-Chancellor of The University of Manchester, who relinquishes that position on 30 September 2004.

**815 BOARD MEETING – 3 DECEMBER 2004**

RESOLVED

that the December 2004 Board meeting date be changed to Friday, 26 November 2004 and members be informed accordingly.

**816 PLAGIARISM**

A question was raised concerning the mechanisms the University had in place to detect and combat plagiarism. The Vice-Chancellor informed members that recent figures showed that the University was no more prone to plagiarism than other institutions. The University's approach was to promote the proper conduct of written work amongst its student population and, in addition, the University was piloting the use of computer software to detect plagiarism.

Signature of Chairman of Board of Governors \_\_\_\_\_

Date \_\_\_\_\_