

# THE MANCHESTER METROPOLITAN UNIVERSITY

## BOARD OF GOVERNORS

### MINUTES OF THE MEETING HELD ON 8 FEBRUARY 2019

Present: Ms Vanda Murray  
Ms Evelyn Asante-Mensah  
Ms Amie Atkinson  
Dr David Birch  
Ms Lucy Follon  
Mr Mohammad Habeebullah  
Mr Norman Harrison  
Ms Penny Macbeth  
Mr Calum Mercer  
Mr Mike Perls  
Professor Malcolm Press  
Mr Miles Rothbury  
Mr Mark St John Qualter  
Mr Neil Thompson

In attendance: Professor Jean-Noel Ezingear (Deputy Vice-Chancellor)  
Mr Andrew Hewett (Director of Finance)  
Professor Karen Moore (Chief Operating Officer)  
Mrs Marie Morrissey (Head of Governance and Secretariat)  
Professor Jenny Watling (Pro-Vice-Chancellor International) to  
minute 1780  
Mr Kurt Weideling (Director of Information Systems and Digital  
Services) for minute 1781

#### **1776 APOLOGIES**

Apologies for absence were received from Mr Russell Andrews, Dr Paul Bevan, Mrs Janet Dawson, Professor Christopher Fox and Mr John Varney.

#### **1777 DECLARATION OF INTERESTS**

Board members were invited to declare any possible conflicts of interest on any matters being discussed at today's meeting. Declarations were received from Mr Norman Harrison, who had joined Arup's Funding and Steering Group as an Industry Expert, and Mr Mark St John Qualter, who had been appointed as Strategic Adviser to DWF Connected Services.

#### **1778 VICE-CHANCELLOR'S BRIEFING**

The Vice-Chancellor presented an update (BG/19/01) on University and sector developments. The main items included the University's proposed Institute of Sport and the Augar Review of Post-18 Education and Funding.

**1778.1 CONFIDENTIAL MINUTE**

*Not for publication in accordance with the Freedom of Information Act.*

**1778.2 Augar Review of Post-18 Education and Funding**

It was noted that, although the outcome of the Augar Review was unknown, it was likely to result in lower fee levels. The Board was assured that, although the University was in a relatively strong position, it was not complacent and work was currently taking place to plan for reductions. Scenario planning was taking place and there was a continued focus on achievement of the University's strategic priorities and more efficient and effective ways of working,

**1778.3 Ofsted Inspection**

The Board was pleased to note that Ofsted had graded the University's delivery of its further education and skills provision as outstanding.

**1779 INTERNATIONALISATION STRATEGY UPDATE**

The Pro-Vice-Chancellor International presented an update (BG/19/02) on progress made with the University's Internationalisation Strategy including:

- International student recruitment
- International partnership development
- Student and staff mobility
- Alumni engagement

Although some progress had been made, it was acknowledged that it was not currently at the pace required to achieve the University's targets, particularly in the recruitment of international students onto campus, increasing the number of TNE students and enhancing student mobility.

It was noted, however, that there was now greater awareness of the importance of internationalisation across the University and a great deal of work was taking place on a number of initiatives to improve the University's international profile and to enhance on-campus international enrolments over the next few years. This included competitor analysis and focusing on areas of demand.

It was also acknowledged that the external environment continued to be dynamic. However, the University's global profile was growing. It was agreed that the Board would be kept up-to-date with the University's performance in this area and international marketing material would be shared with the Board.

RESOLVED

that the report be received.

**1780 ESTABLISHMENT OF CHINA OFFICE**

The Pro-Vice-Chancellor International and the Director of Finance presented a report (BG/19/03) outlining a recommendation from the Finance and Resources Committee to establish a Manchester Metropolitan University wholly foreign owned enterprise and subsequent setting up of offices in mainland China.

An overview was given of the importance of China for international student recruitment, the benefits of full-time University representation in mainland China, and potential costings of establishing such a presence. There was discussion about the full costs and the break-even position and it was agreed that, although there was support for establishing a presence in China, further work was required to ensure that the initiative was financially viable. It was also agreed that further investment might be required to support the achievement of the University's international ambitions.

#### RESOLVED

that, subject to further work on financial viability, the proposed establishment of a Manchester Metropolitan University wholly foreign owned enterprise and subsequent setting up of offices in mainland China be approved.

### **1781 DIGITAL DISRUPTION GREEN PAPER**

The Director of Information Systems and Digital Services presented a paper (BG/19/04) outlining the disruptive digital technologies that were influencing the HE sector and the University's potential responses to ensure that the University remained resilient in the face of this disruption.

It was noted that the rate of change within the sector was increasing, with a range of new technologies being introduced to support teaching and learning. It was suggested that universities might need to consider delivery models for the future that were more responsive to consumer demand, which was increasingly the norm in other sectors.

The paper was welcomed by the Board and considered to be thought provoking. It was agreed that the University should consider taking some risks in this area with more experimentation and innovation. It was also agreed that more work would be required to improve digital literacy across the University.

#### RESOLVED

that the report be received.

### **1782 BOARD EFFECTIVENESS**

The Chief Operating Officer presented an overview of the results of the Board Effectiveness Survey undertaken during the Summer 2018 (BG/19/05).

#### **1782.1 Board Effectiveness Framework**

The Board was reminded that, in addition to an external Board Effectiveness Review, which took place at least every four years, it had been agreed that a light touch review would be undertaken each year, via an online survey, to review progress. In addition, more immediate feedback was gathered from the Meeting Effectiveness Questionnaires, which were completed by a small number of Governors after each Board meeting.

**1782.2 Results of 2018 Survey**

It was noted that the results of the 2018 survey were generally very positive, The Board welcomed the positive results and supported the actions proposed by the Nominations and Governance Committee. The Committee had agreed that, in order to ensure a continued focus on improving the Board's effectiveness, action should be taken to address the areas relating to performance monitoring that scored lower than others and where the comparative data showed lower scores in 2018 in comparison to 2016.

**1782.3 Future Surveys**

It was noted that, in future years the annual survey would take place slightly earlier in the year to enable all Governors to participate. The Chair also reminded Governors of the importance of participating in future surveys.

RESOLVED

that the report be received.

**1783 BOARD MEMBERSHIP**

The Chief Operating Officer presented a report (BG/19/06) on Board membership. It was noted that this had been a busy time for Governor recruitment with two processes taking place for both Independent and Staff Governors.

*The Deputy Chair left the meeting for the discussion about the re-appointment of Deputy Chair.*

RESOLVED

that the following be approved:

(i) The appointment of the following as Co-opted Governors for a three-year term of office as follows:

- Rowena Burns 01.09.19 – 31.08.22
- Simon Duffy 11.02.19 – 10.02.22
- Carlo Frondaroli 11.02.19 – 10.02.22

- (ii) The subsequent transfer of the above members into the Independent membership category as vacancies arose in this category to enable the co-opted category to reduce back down in size.
- (iii) The appointment of the following as Co-opted Staff Governors for a three-year term of office from 1 April 2019 to 31 March 2022:
  - Darren Dancey
  - Donna Lee
  - Karen Varty
- (iv) The proposed appointments of Simon Duffy to the Finance and Resources Committee and Carlo Frondaroli to the Audit Committee.
- (v) The proposed reappointment of Norman Harrison as Deputy Chair for a further one-year term of office until 31 July 2020.
- (vi) The proposed timescale for the appointment of Chair and Deputy Chair.

#### **1784 MINUTES OF THE BOARD MEETING HELD ON 23 NOVEMBER 2018**

RESOLVED

that the minutes of the Board meeting held on 23 November 2018 be approved as a correct record and signed by the Chair.

#### **1785 ACTIONS ARISING FROM THE PREVIOUS MEETING**

A report (BG/19/07) was submitted setting out actions to be taken following the meeting of the Board held on 23 November 2018 and progress made with regard to those actions.

RESOLVED

that the report be received.

#### **1786 ACTION TAKEN BY THE CHAIR**

A report (BG/19/08) was submitted outlining actions that the Chair had taken on behalf of the Board in accordance with Article 6.2 of the Articles of Government.

RESOLVED

that the report be received.

### **1787 ACADEMIC BOARD REPORT**

A report (BG/19/09) was submitted providing an update on business conducted by the Academic Board at its meeting on 25 January 2019.

RESOLVED

that the report be received.

### **1788 FINANCE AND RESOURCES COMMITTEE REPORT**

A report (BG/19/10) was submitted providing an update on business conducted by the Finance and Resources Committee at its meeting on 16 January 2019.

RESOLVED

that the report be received.

### **1789 STAFF GOVERNORS AND DEPUTY VICE-CHANCELLOR**

It was noted that this would have been the last Board meeting to be attended by the following Staff Governors:

- Dr Paul Bevan
- Professor Chris Fox

Both were thanked for their contribution to the work of the Board during their term of office.

It was also noted that this was Professor Jean-Noel Ezingard's final Board meeting before he took up his new post as Vice-Chancellor of the University of Roehampton in May 2019. Professor Ezingard was thanked for his contribution to the University over the past five years.

Signature of Chair \_\_\_\_\_

Date \_\_\_\_\_