

# THE MANCHESTER METROPOLITAN UNIVERSITY

## BOARD OF GOVERNORS

### MINUTES OF THE MEETING HELD ON 20 APRIL 2018

Present: Mr Norman Harrison (Chair)  
Mr Russell Andrews  
Ms Evelyn Asante-Mensah  
Ms Amie Atkinson  
Dr Paul Bevan  
Dr David Birch  
Mrs Janet Dawson (for minutes 1719 – 1725 and 1727 – 1733)  
Mr Hussain El-Amin  
Mr Mohammad Habeebullah  
Mr Barry Harwood  
Ms Penny Macbeth  
Mr Calum Mercer  
Mr Mike Perls  
Professor Malcolm Press  
Mr Miles Rothbury  
Mr Neil Thompson  
Mr John Varney

In attendance: Mr Paul Davenport (Assistant Director of Finance)  
Professor Jean-Noel Ezingard (Deputy Vice-Chancellor)  
Professor Richard Greene (Pro-Vice-Chancellor Research and Knowledge Exchange)  
Mr Andrew Hewett (Director of Finance)  
Professor Karen Moore (Chief Operating Officer)  
Mrs Marie Morrissey (Head of Governance and Secretariat)  
Dr Justine Daniels (Director of Research and Knowledge Exchange) for minute 1722  
Mr Mike Sheppard (Interim Director of Estates, Facilities and Capital Development) for minute 1724

#### 1719 APOLOGIES AND WELCOME

Apologies for absence were received from Professor Christopher Fox, Ms Vanda Murray, Ms Brenda Smith and Mr Mark St John Qualter.

In the absence of the Chair, the meeting was chaired by the Deputy Chair of the Board.

Dr David Birch, a new member of the Board, and Mr Andrew Hewett, new Director of Finance, were welcomed to their first meeting of the Board.

#### 1720 DECLARATION OF INTERESTS

Board members were invited to declare any interests in the items being discussed. No declarations were received.

## 1721 VICE-CHANCELLOR'S BRIEFING

The Vice-Chancellor presented an update (BG/18/09) on University and sector developments. The main points included:

- 1721.1 Review of Post-18 Education and Funding**  
The Government had now announced details of its review of post-18 education and funding. Whatever the outcome, it would be important for the University to continue its efforts to increase the number of postgraduate and international students. It would also be important to continue to focus on quality and the value of education to society.
- 1721.2 Profile**  
Work was on-going to raise the profile of the University. The Vice-Chancellor was meeting with Greater Manchester MPs; the Chancellor would be hosting a briefing session for Greater Manchester MPs; and a number of ministerial visits had recently taken place at the University. Although the progress in this area was welcomed, it was acknowledged that there was more to do and all Governors were encouraged to utilise their own networks for the benefit of the University.
- 1721.3 First Generation Campaign**  
An update was given on progress with the First Generation fundraising campaign, which aimed to support students who would be the first generation from their family to go to university. In order to ensure the continued success of the scheme, more fundraising activity would be required.
- 1721.4 All Staff Briefings**  
The Vice-Chancellor had held a series of open staff meetings to update staff on progress and direction of travel. There was a great deal of activity currently taking place in the University and all senior staff were being encouraged to be strategic, focused and to move at pace. It was agreed that the staff survey could be a valuable tool in helping to measure the level of staff engagement across the University.

RESOLVED

that the report be received.

## 1722 RESEARCH AND KNOWLEDGE EXCHANGE STRATEGY UPDATE

The Pro-Vice-Chancellor Research and Knowledge Exchange and the Director of Research and Knowledge Exchange presented an update on progress made with the University's Research and Knowledge Exchange (RKE) Strategy (BG/18/10).

## 1722.1

### **Current Position and Progress during 2017/18**

The Board was reminded of the University's performance in the last Research Excellence Framework (REF) when Manchester Metropolitan University was ranked 66<sup>th</sup> out of 128 institutions.

Work was now taking place to prepare for the next REF, which was due to take place in 2021, and to focus on the priorities identified in the Research and Knowledge Exchange Strategy that had been approved by the Board in February 2017. Progress was highlighted in the following areas:

- Establishment of the University Centres of RKE.
- Infrastructure development, including the establishment of the RKE team and the introduction of new supporting systems such as EthOS, an on-line tool for gaining ethical approval for research projects, and Worktribe, a system that covered the preparation, management and monitoring of research grants and awards.

The Board welcomed the progress that was being made; there were encouraging signs of improvement in some key metrics and lead indicators including the number of research outputs, the value of external research grants and contracts and the number of applications for external research funding. However, it was acknowledged that further improvements were required, particularly in terms of quality and volume as RKE remained a relatively small part of the University's activity in comparison to other institutions.

There was discussion about the importance of attracting and retaining high calibre staff in this area. It was also agreed that it would be useful to include comparative data with other institutions in future reports.

## 1722.2

### **The Importance of Research**

The Vice-Chancellor reminded the Board that research was important for the following reasons:

- The creation of knowledge
- Contribution to quality and profile
- Positive impact on teaching and the recruitment of high quality staff
- Effective partnerships
- Positive societal impact.

RESOLVED

that the report be received.

## **1723 CONFIDENTIAL MINUTE**

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

## **1724 CONFIDENTIAL MINUTE**

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

## **1725 NEW REGULATORY FRAMEWORK FOR HIGHER EDUCATION**

The Chief Operating Officer presented an overview of the new regulatory framework for higher education and the draft documents that the University was required to submit to the Office for Students as part of the initial registration requirements. The key points were as follows:

### **1725.1 The Office for Students**

The Office for Student (OfS) came into existence on 1 April 2018 and its aim was to deliver positive outcomes for students and to ensure that the higher education system delivered value for money for taxpayers. The OfS would be different to HEFCE in that it would be a regulator and its focus would be students rather than providers. The OfS had described its regulatory approach as principles-based rather than rules-based and would base its judgements about providers on a variety of data and contextual evidence.

### **1725.2 Registration Conditions**

As part of the new framework, a register of HE providers would be established and in order to be on the register, providers would need to meet the initial and ongoing registration conditions relevant to their category. These conditions were grouped under the following headings:

- Access and participation
- Quality and standards
- Guidance on consumer protection law
- Student complaints scheme
- Student protection plan
- Financial viability and sustainability
- Management and governance

In assessing institutions against these conditions, the OfS would use existing data and returns from HEFCE and would require the submission of four additional documents by the registration deadline of 23 May 2018.

### **1725.3 Draft Registration Documents**

An overview was given of each of the draft documents that had been produced by the University in accordance with the guidance produced by the OfS. It was noted that the Access and

Participation Plan highlighted the areas that the University needed to target in order to help improve student outcomes. The Board was assured that plans were in place to make improvements where required and these plans were embedded in the University's Education Strategy, which the Board would be updated on at the next meeting. The Chief Operating Officer and her team were commended for their work in producing the documents.

#### RESOLVED

that the following returns be approved for submission to the Office for Students:

- Self-assessment on management and governance
- Self-assessment on guidance on consumer protection law
- Student Protection Plan
- Access and Participation Plan.

### **1726 COMMITTEE TERMS OF REFERENCE AND BOARD MEMBERSHIP**

The Chief Operating Officer presented a report (BG/18/14) setting out for approval revised terms of reference for the Nominations and Governance Committee and proposals relating to Board membership.

#### **1726.1 Board Equality and Diversity Champion**

It was noted that the Nominations and Governance Committee had recommended that the role of Board Equality and Diversity Champion should be rotated amongst Board members in the future. Mr Barry Harwood, who had held the role since 2014, was thanked for his work in the role.

#### RESOLVED

- (i) that the revised terms of reference for the Nominations and Governance Committee and the corresponding change to the Scheme of Delegation be approved.
- (ii) that the re-appointment of Janet Dawson as an Independent Governor for a further three-year term of office from 26.06.18 to 25.06.21 be approved.
- (iii) that the appointment of Evelyn Asante-Mensah as the Board's new Equality and Diversity Champion be approved.

## **1727 MINUTES OF THE MEETING HELD ON 9 FEBRUARY 2018**

RESOLVED

that the minutes of the meeting held on 9 February 2018 be approved as a correct record and signed by the Chair.

## **1728 ACTIONS ARISING FROM THE PREVIOUS MEETING**

A report (BG/18/15) was submitted setting out actions to be taken following the meeting of the Board held on 9 February 2018 and progress made with regard to those actions.

### **1728.1 Crewe Campus**

Arising from minute 1713, it was noted that discussions relating to the Crewe campus were on-going.

RESOLVED

that the report be received.

## **1729 ACTION TAKEN BY THE CHAIR**

A report (BG/18/16) 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.

## **1730 ACADEMIC BOARD REPORT**

The Vice-Chancellor submitted a report (BG/18/17) providing an update on business conducted by the Academic Board at its meeting on 21 March 2018.

RESOLVED

that the report be received.

## **1731 RISK MANAGEMENT UPDATE**

A report (BG/18/18) was submitted by the Chief Operating Officer providing an update on risk management.

RESOLVED

that the report be received.

## 1732 COMMITTEE REPORTS

The following Committee reports were submitted for information:

- Audit Committee Meeting – 9 March 2018 (BG/18/19)
- Finance and Resources Committee Meeting – 28 February 2018 (BG/18/20)
- Nominations and Governance Committee Meeting – 9 February 2018 (BG/18/21)

RESOLVED

that the reports be received.

## 1733 STUDENTS' UNION ELECTIONS

It was noted that the current Students' Union Vice-President Cheshire had been elected as the new Students' Union President from 1 July 2018. In addition, with effect from 2018/19, it was planned for the Education Officer to become a Student Governor in place of the Students' Union Vice-President Cheshire.

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

Date \_\_\_\_\_