

# THE MANCHESTER METROPOLITAN UNIVERSITY

## BOARD OF GOVERNORS

### MINUTES OF THE MEETING HELD ON 11 FEBRUARY 2022

Present: Mr Simon Duffy (Chair)  
Mrs Philippa Anderson  
Ms Evelyn Asante Mensah  
Dr David Birch  
Professor Tim Brennan  
Ms Rowena Burns  
Professor Darren Dancey  
Mrs Janet Dawson  
Mr Mohammad Habeebullah  
Mr Andrew Heyn  
Ms Letitia Nicole Jones  
Ms Hanifa Maryam  
Ms Shrutisha Morris  
Mr Mike Perls  
Professor Malcolm Press  
Mr Miles Rothbury

In attendance: Professor Steve Decent (Provost and Deputy Vice-Chancellor)  
Mr Andrew Hewett (Director of Finance)  
Professor Karen Moore (Chief Operating Officer and Clerk to Board)  
Mrs Marie Morrissey (Head of Governance and Secretariat)  
Ms Helen Barton (Director of Strategic Planning and Operations) for minutes 1996 - 1998  
Professor Jenny Watling (Pro-Vice-Chancellor International) for minute 1997

#### 1993 APOLOGIES

Apologies for absence were received from Mr Sean Anstee, Mr Carlo Frondaroli, Mr Mark St John Qualter and Ms Karen Varty.

#### 1994 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 Professor Tim Brennan and Professor Darren Dancey for the item relating to Board membership.

#### 1995 VICE-CHANCELLOR'S BRIEFING

The Vice-Chancellor presented an update on the latest University developments (BG/22/01). Key points included:

- The University had again been named the UK's most sustainable university in the People and Planet University League.
- A ministerial visit had been planned for 11 February 2022 as part of National Apprenticeships Week.
- The January 2022 graduation ceremonies had been well received by students.
- The Manchester School of Art was celebrating the work of students who had graduated in 2020 and 2021 in a series of exhibitions.
- The next Chancellor's Dinner was scheduled for 21 July 2022 and Governors were invited to let the Vice-Chancellor know of any business contacts that they would like to suggest for inclusion on the guest list.
- Recent industrial action in December 2021 had not caused much disruption. However, further industrial action in February and March 2022 had recently been announced by UCU.
- Recent application data showed that Manchester Metropolitan University was the second most applied to university in the UK with the University of Manchester the most applied to university.

There was discussion about the Levelling Up agenda and the importance of promoting Manchester and the contribution that universities made. The Board supported a proactive approach to this and it was suggested that more case studies might be helpful in this regard. In addition, the Oxford Road Corridor was suggested as an organisation that could have the potential to help with profile-raising.

#### RESOLVED

that the report be received.

## 1996 ROAD TO 2030

The Provost and Deputy Vice-Chancellor and Director of Strategic Planning and Operations presented for approval the University's draft Road to 2030 Strategy (BG/22/02) and proposed targets and key performance indicators to 2026 (BG/22/03).

### 1996.1 Road to 2030 Strategy

The draft Strategy, which had been subject to extensive consultation, would become the University's primary, public-facing high-level University-wide strategy, encompassing the University's two key priorities in education and research, which were the delivery of:

- A high-quality educational experience for students to ensure excellent outcomes for all graduates.
- Impactful, internationally renowned research, to drive the economy and society.

The Strategy also contained enablers, high level goals to 2030 and more detailed priorities and targets to 2026. The new Strategy

would be supported by refreshed thematic strategies for Education and Research and would be underpinned by a number of other enabling strategies.

The Board welcomed the revised Strategy and the extensive consultation that had taken place during its development. The Strategy was considered to be ambitious and would help to drive change across the University.

It was noted that the Strategy deliberately did not contain data that might quickly become out of date. However, it was suggested that it might be useful to consider including a statement that would help to convey the University's level of ambition.

## **1996.2 Key Performance Indicators and Targets to 2026**

The University's proposed new set of high-level key performance indicators and targets to 2026 were considered to be ambitious and stretching. A new competitor benchmark set had also been established on which the University's performance would be monitored.

There would be annual reporting to the Board on the University's progress towards achieving these targets, including benchmarking against the competitor set and the sector, to enable the University's progress against the new Strategy to be monitored and reviewed.

As part of the annual planning process, faculties and departments would also have targets cascaded to them that were consistent with the University-level targets.

There was discussion about the University's proportion of Good Honours and it was noted that performance in this area was tracked rather than being a target.

It was also noted that, although the University was not proposing an estate-related target in the high-level targets, performance in this area was closely monitored and would feature in the underpinning strategies.

### **RESOLVED**

that the following be approved:

- (i) The University's updated Strategy, Road to 2030, subject to consideration of a possible additional statement to help to convey the level of ambition.
- (ii) Proposed targets and key performance indicators up to 2026.

## 1997 INTERNATIONALISATION STRATEGY

The Pro-Vice-Chancellor International presented an update on progress with the Internationalisation Strategy (BG/22/04). Although the pandemic had generated significant challenges, particularly with the recruitment of on-campus international students, there had been growth in international activity during the last five years. Attention was drawn to the following key achievements:

- Increases in:
  - On-campus enrolments.
  - Off campus students.
  - Fee income.
  - Active partnership agreements.
  - Student mobility.
  - Alumni Ambassadors.
- The launch of the Joint Education Institute with Hubei in 2021.

It was concluded that despite the challenges, good progress had been made and the University was now in a strong position to grow its international ambitions further. It was planned to refresh the University's Internationalisation Strategy with a continued focus on the key themes of:

- Student experience
- Student outcomes
- Sustainability
- Profile.

It was agreed that internationalisation continued to be an important priority for the University and a continued focus on and promotion of the University's strengths would be crucial to help the University to achieve its ambitions in this area.

RESOLVED

that the report be received.

## 1998 CORPORATE RISK REGISTER AND RISK APPETITE STATEMENT

The Chief Operating Officer and Director of Strategic Planning and Operations presented the University's updated Corporate Risk Register and a draft Statement of Risk Appetite (BG/22/05).

### 1998.1 Corporate Risk Register

It was noted that the Risk Register was reviewed and updated on a regular basis. Recent updates reflected the ongoing fluid external context in which the University was currently operating. Whilst the risks relating to Covid-19 and the impact of the pandemic were reducing, it was still a volatile external climate and there were post-covid risks, for example, increased financial constraints and staff recruitment and retention were now areas of growing risk and

focus for the University and a number of additional mitigations had been put into place to reflect the greater focus on these issues.

It was also noted that following discussion at the last Audit and Risk Committee meeting, it was planned to include a section in the Risk Register on emerging risks.

An update was given on the risks relating to the Student Journey Transformation Programme and it was agreed that the Risk Register would be updated to reflect current risks in this area. It was noted that regular updates on the Programme were being provided for the Audit and Risk Committee and the Finance and Resources Committee. It was also agreed that that it would be helpful for the Board to have an update on the Programme at the next meeting in April 2022.

#### **1998.2 Statement of Risk Appetite**

A Statement of Risk Appetite had been produced following a recommendation made by internal audit. The Statement, which would be a dynamic document and reviewed and updated as necessary, was intended to establish a more detailed understanding of areas where the University was willing to accept or tolerate risk, particularly where traditionally the University might have been too risk averse.

There was support for the draft Statement and the University was encouraged to be ambitious and less risk averse than it might have been previously. It was also suggested that consideration could be given to amending the descriptor 'hungry' in the risk appetite levels.

RESOLVED

that the draft Statement of Risk Appetite be endorsed.

#### **1999 ACADEMIC BOARD REPORT**

A report (BG/22/06) was submitted providing an update on business conducted by the Academic Board at its meeting on 13 December 2021. It was noted that Academic Board had approved a move from the block teaching model adopted during the pandemic to an academic year based on two semesters with effect from September 2022.

RESOLVED

that the report be received.

## **2000 BOARD MEMBERSHIP**

*Professor Tim Brennan and Professor Darren Dancey left the meeting for this item.*

The Chief Operating Officer presented a report (BG/22/07) outlining reappointment recommendations from the Nominations and Governance Committee.

An update was also given on the current recruitment exercise to appoint a new Staff Governor to replace Professor Donna Lee, who had now left the University. 21 applications from different parts of the University had been received, which was the highest number of applications received for a Staff Governor vacancy, illustrating the level of staff engagement and ambition.

### **RESOLVED**

that the following be reappointed to the Board for a further three-year term of office from 1 April 2022 to 31 March 2025:

#### **Co-opted Staff Governors**

- Professor Darren Dancey
- Ms Karen Varty

#### **Academic Board Nominee**

- Professor Tim Brennan

## **2001 MINUTES OF THE BOARD MEETING HELD ON 26 NOVEMBER 2021**

### **RESOLVED**

that the minutes of the Board meeting held on 26 November 2021 be approved as a correct record and signed by the Chair.

## **2002 ACTIONS ARISING FROM THE PREVIOUS MEETING**

A report (BG/22/08) was submitted setting out actions to be taken following the meeting of the Board held on 26 November 2021 and progress made with regard to those actions.

### **RESOLVED**

that the report be received.

## **2003 ACTION TAKEN BY THE CHAIR**

A report (BG/22/09) 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.

**2004 SCHEDULE OF AGENDA ITEMS**

The Schedule of Agenda Items for 2021/22 (BG/22/10) was submitted for information.

RESOLVED

that the report be received.

**2005 MIKE PERLS**

It was noted that Mr Mike Perls' term of office was due to come to an end in March 2022. Mr Perls was thanked for his commitment and contribution to the work of the Board and the University over the past six years.

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

Date \_\_\_\_\_