

Management Matters

The newsletter of AMHEC AUTUMN 2015

Association of Managers in Higher Education

Annual Conference 2016, 7 and 8 April, University of Chester

VC is one of Yorkshire's Top 100 public figures



Professor Margaret House, Vice Chancellor at Leeds Trinity, has been recognised in a list of Top 100 Public Figures in Yorkshire, compiled by the *Yorkshire Post*.

The list places emphasis on those public figures in the region whose skills and expertise are known around the world. Politicians, religious leaders, civil servants, academics and public leaders are all featured in the list that showcases those that 'make Yorkshire the great county that it is.'

Professor House has been Leeds Trinity's Vice Chancellor since 2013 and has gained a national and international reputation for her research into the management and monitoring of river water quality.

Of her inclusion in the list, Professor House said, "I am delighted to see myself, in my capacity as Leeds Trinity University, being recognised in this way. This reflects the role that the University is now seen to be playing in the city and region."

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University of Chichester's new tech park to provide new generation of skilled students

A new multimillion-pound engineering and digital technology park is to be built at the University of Chichester to provide the south coast with a new generation of skilled workers.

The building, which will be established at its Bognor Regis campus in West Sussex, follows on from an £8million grant from the region's Coast to Capital Local Enterprise Partnership, which recently struck a new deal with the government.

Through the development of the park, the University will deliver 500 new science, technology, engineering undergraduate and postgraduate student places per year within the seaside town by 2020.

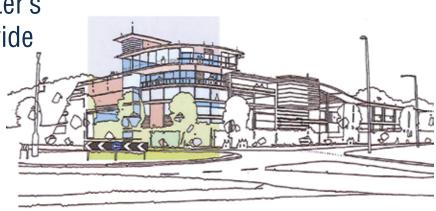
Vice-Chancellor Professor Clive Behagg said; "This investment will enable us to radically extend our academic portfolio to meet government agendas for economic growth by increasing opportunities to grow new businesses and jobs at a local and regional level.

"Our bid for funding was put together by an amazing team at the University with great support from many engineering and creative technology businesses in the area."

The University excelled in last year's UK-wide Research Excellence Framework (REF) with 15 per cent of its research classified as world-leading and 90 per cent as internationally renowned.

The plans for the new park will include an institute for sustainable enterprise and a centre for digital technology, located in a signature new building with a new prominent gateway entrance.

It will also enable the creation of a research centre for sustainable operations and departments of data science and advanced engineering and design, and builds on the teaching and



research of its existing business school and media and music departments.

Professor Behagg added; "The University has many local organisations to thank for their encouragement including Arun District Council, the Bognor Regis Regeneration Board, Coastal West Sussex, County Council, and our Local Enterprise Partnership Coast to Capital.

"But I would particularly like to thank the people of Bognor Regis, including the Town Council, who have been unfailing in their faith in their University.

"We will work hard to justify their belief in us by making this project a vital element in economic regeneration to benefit local people."

The grant from the region's Local Enterprise Partnership (LEP) is part of a £12billion long-term programme to revitalise the local economy, and is the latest example of the British economy being rebuilt from the bottom up.

The LEP, which was set up in 2011, encourages economic growth across West Sussex, Brighton and Hove, East Surrey, Croydon and The Gatwick Diamond, and is led by business owners and local authorities with support from universities, colleges, and council leaders.

The announcement will see an extra £35.8million invested in the south coast between 2016 and 2021 – an addition to the £202.4million of funding committed by the government last year.

Chief Executive of Coast to Capital LEP, Ron Crank said; "These significant investments in projects such as the new park at the University will help to improve the daily lives and prospects of local people, and will enable us to unlock the region's potential for long-term growth, job creation, and international trade.

"This investment by the University of Chichester is an important building block in the creation of a new business and employment future for Bognor Regis.

"The proposed enterprise area, of which the Enterprise and Digital Technology Park is a part, will bring new jobs and opportunities for local people and businesses."

All of the students will graduate from the park with sector-focused employability skills and industry experience, which will generate an additional £5million per year into the local economy.

West Sussex County Council Leader Louise Goldsmith added; "This is extremely good news for West Sussex and brings substantial investment to key projects in the county.

"West Sussex County Council has identified the economy as one of our priority areas, and our aims are to see a growth in jobs, enterprise, skills and better infrastructure.

"These additional projects being funded under the Growth Deal tie in exactly with our key aims."

Find out more about the new Engineering and Digital Technology Park by visiting www.chi.ac.uk and searching for 'Tech Park'



Students giving hope to refugees in Calais

The media coverage of the current refugee crisis has brought home the shocking reality of the plight of people fleeing from war-torn countries and it's not surprising that many groups have formed to help those in refugee camps across Europe. Recently a group of Social Work students from Liverpool Hope University, after a four-week fundraising and donation campaign, filled a container with aid for thousands of refugees in Samos Greece, as well as taking a convoy to Calais.

Overall the team took five cars and vans of supplies to Calais as well as £2500 in funds. When they reached Calais they took part in a march to show solidarity with the refugees and having seen what the situation was like in the 'Jungle', the £2500 was given to an aid group so that they could buy a mini bus to help refugees access healthcare more quickly. Before the students had left for Calais, they had also loaded up a 40-foot container with over eight tonnes of aid for those refugees in Samos where former Social Work professor from the University of Liverpool Hope, Chris Jones, has established a refugee support network.

In order to reach their fundraising targets, students at Liverpool Hope organised a range of activities. As well as encouraging the public to donate goods, and collecting those supplies, they also set up a JustGiving Page for donations to the convoy. They also managed to raise £1,781 at their Convoy to Calais night, which took place on campus on 8 October.

The team comprised over 20 students from Liverpool Hope as well as social work students from Chester and Liverpool John Moores. They were also joined by members of the Social Action Network (SWAN) and Professor Michael Lavalette, who also chairs SWAN.

In a statement on the crisis, Professor Pillay (Vice-Chancellor and Rector), Monsignor John Devine (Pro-Chancellor





and Chair of the University Council), Kira Cox (President of the Students' Union) and Professor Michael Lavalette, Head of the Department for Social Work, Care and Justice wrote: "Liverpool Hope University is pleased to join with those faith-based and civil society organisations who proclaim that Britain is still a caring and compassionate country and who work to make this claim true in practical ways."

UCA research centre pioneers creative project in ocean conservation

UCA's Centre for Sustainable Design is lending their expertise in sustainability and innovation to a new €1.5million project aimed at dealing with one of the world's most pressing environmental issues: marine pollution.

The Centre will work with other project partners across Europe Scotland, the Republic of Ireland, Greenland and Norway. They will be looking for new and interesting ways to upcycle common pollutants, including fishing nets, ropes and plastic. Plastic litter is a particular problem, with an estimated eight million tonnes entering the seas and oceans each year.

For this project, the Centre will draw on its experience working with organisations to develop creative solutions to meet sustainability challenges. They are aiming to create an online open-access network to share innovative ideas about re-using plastic, and also organise an open innovation competition to encourage creative ideas for re-using discarded fishing nets.



The Centre will also compile an eco-innovation toolkit for project partners and the public, as well as offering research, consultancy and mentoring.

Professor Martin Charter, Director of The Centre for Sustainable Design at UCA said; "Part of our role in this project is to continue inspiring others to think of new creative ways to reuse materials and supporting individuals and organisations on eco-innovation. We look forward to working with fishing communities in northern Europe and the arctic region to help co-create and commercialise new eco-innovative products."

Distinguished lecture at St Mary's marks anniversary of Pope Benedicts XVI's visit

Continuing the recognition of their 160 years of heritage, St Mary's University welcomed His All Holiness, the Ecumenical Patriarch to deliver a lecture. The lecture coincided with the fifth anniversary of Pope Benedict's XVI visit to the institution.

His lecture titled, *Religion in Dialogue: The Importance and Imperative of Dialogue in our World* took place on 4 November in St Mary's Chapel.

The Vice-Chancellor of St Mary's,

Francis Campbell said, "Having received Pope Benedict XVI in 2010, welcoming the Ecumenical Patriarch was another prestigious and proud day for St Mary's. Encouraging dialogue between faiths and denominations is a primary ambition for our University and I believe the visit of His All Holiness will help to bring together the Catholic and Orthodox Churches."

His All Holiness Bartholomew is the 270th and current Archbishop of Constantinople, New Rome and Ecumenical Patriarch.



New VC brings international experience to York St John

In September, York St John welcomed Professor Karen Stanton as Vice Chancellor bringing with her a wealth of experience. In her role as Deputy Vice Chancellor at Glasgow Caledonian, she was responsible for overseeing campuses in London, New York, Oman and Bangladesh.

Professor Stanton has previously held roles at Nottingham, Birmingham and Sheffield Hallam as well as Kings College London, where she was the Director of the Centre for e-research, a 4* rated research team. Before working in higher education, Professor Stanton worked as a researcher for the Home Office and the BBC. "It's a great pleasure and privilege to join York St John University," she said. " The new journey starts from an extremely favourable position thanks to the exceptional achievements of my predecessor, Professor David Fleming, the senior team, the talented and committed staff of York St John and the Board of Governors who have guided the University through such a highly successful period.

"Our challenge now is to build on that considerable success, working together through a connected and collaborative approach to mould York St John into a pioneering, sustainable and distinctive University of the future."



Professor Stanton has a strong leadership and business focus, with expertise in internationalisation strategies, community engagement and fundraising. She is also Ambassador for the charity Uprising, aimed at developing the leadership skills of young people from disadvantaged backgrounds.

Newman partners with Chinese University

Continuing their commitment to internationalisation, Newman University has signed a partnership agreement with Guangdong University of Education (GDUE) in Guangzhou, China that aims to develop links across a broad range of curriculum areas. The first stage in the agreement will be Newman validating a one-year Professional Graduate Certificate in Management and Business for GDUE students. Students that complete the course with distinction and achieve high enough English Language test scores,



will be eligible to apply for a place on Newman's MBA course.

Newman's Vice Chancellor, Professor Peter Lutzeier said; "At Newman we are committed to the internationalisation of our curriculum as well as educating students to be ethical and productive citizens in a globalised world.

"Staff at both universities have worked together to identify ways we can collaborate effectively and we expect to develop an on-going partnership that will focus on research and educational provision linked to areas including sport, business and aspects of health and social care."

GDUE staff signed the agreement during a recent visit to Newman. This included Dr Jianium Li, Director of Sport; Dr Xiaohy Li, Director of Youth Studies; and Vice President Professor Xiaolong Zeng.



Norwich University of the Arts

Now celebrating their 170th anniversary, Norwich University of the Arts has firmly established its reputation as a specialist institution offering dynamic arts, design and media-based education.

Their courses are vocational and practical with high employability rates for graduating students. A strong research environment reflects their international reach and the university is made up of a vibrant community of passionate artists, makers and designers, sharing ideas, knowledge and inspiration. Based on a modern city centre campus, NUA prides itself on industry-standard and specialist facilities. As the University goes from strength to strength, they aim to be the 'best specialist university for arts, design and media study in Europe, producing graduates of the highest quality and inspiring students and staff to achieve excellence in the creative and cultural spheres.'

A long heritage

NUA was founded in 1845 as the Norwich School of Design and has always remained true to its forwardthinking inception. It was established by the artists and followers of the Norwich School of Painters – the only provincial British group to have an international reputation for landscape painting. In 1965, the School was approved to offer a Diploma in Art and Design and by 1975 the first BA Honours Degrees were awarded. The 1990's saw pivotal change for the institution, with the first MA in Fine Art being offered in 1993. It was renamed as Norwich School of Art.in 1994 and the first PhD student registered in 1995. In 2012, the School was finally granted University title by the Privy Council, becoming Norwich University of the Arts with Sir John Hurt appointed as their Chancellor.

Still thriving in its 170th year, celebrations have focused on the

'As the University goes from strength to strength, they aim to be the 'best specialist university for arts, design and media study in Europe'

former School's interesting past and NUA's exciting future. This has included a range of themed exhibitions, shows and special scholarships for overseas students. An innovative website, N170 has also been set up for the duration, updating visitors daily with information on events and press clippings from the past.

First class facilities

Based in the heart of Norwich's cultural quarter, the campus comprises seven buildings including Francis House, which is the main reception for NUA. The majority of academic facilities are based on St George's Street with other sites on the neighbouring Duke



Street and St Andrew's' Street. The natural features of the buildings have been utilised to provide innovative workspaces, especially for students studying arts courses.

The teaching facilities are industry standard and many courses have dedicated resources. Students on media-based courses have access to the Monastery Media Lab, a world-class digital design centre and also the fully-equipped Media Resource Centre. Specialist programmes like Animation are able to use 2D and 3D studios, and access sound, lighting and model making workshops. For arts students, there are specialist technicians running workshops on everything from life drawing to sculpture and print-making. Most are based at St George's where the high-ceilings and natural light provide ideal workspaces, especially for those studying Fine Art.

'The teaching facilities are industry standard and many courses have dedicated resources' Fashion and textile students also have access to a range of workshops as well as industrial and domestic sewing machines, industrial presses and professional mannequins.

All students have access to a large Apple and Windows suite and a comprehensive library that is based in the Duke Street Building. It is the biggest specialist arts, design and media library in the region offering 33,000 books, subscriptions to over 400 journals, over 800 DVDs and an extensive bank of electronic resources.

Research Excellence

The institution continues to build on the success of the 2008 RAE with the results of the 2014 REF, where 19 per cent of NUA's submitted research was judged as 'world leading' and 36 per cent 'internationally excellent.' In terms of the research impact on the broader cultural and economic landscape, 40 per cent has been classified as 'world leading' and 50per cent as 'internationally excellent'.

The institution prides itself on relevant and exciting research. Working with

creative and cultural industries across the world, NUA aims to 'explore new ways in which art, design and media practice, interpretation and curation contribute to knowledge and understanding of contemporary culture, society and guality of life.' Research staff and students use their insights to analyse the context in which art, design and media are produced, interpreted and exchanged. In 2013, the University established three cross-disciplinary themes to inform their ongoing research Cultural and Political Narratives, Digital and Physical Interactions and Objects and Environments.

NUA are also championing the integration of staff and postgraduate student research, through a number of joint staff-student initiatives coordinated by the Graduate and Research Centre. NUA are also a founding member of CREST (Consortium for Research Excellence Support and Training) and will build on the work they have already done by co-developing specialist European postgraduate and research initiatives. This highlights their commitment to continuing to establish their reputation for excellence and ethos

Canterbury Christchurch collaborate to help ease GP crisis



To help counter the current decline in GP numbers, the Institute of Medical Sciences at Canterbury Christchurch University delivered a two day pilot programme to prepare European-qualified GP's for joining the health workforce.

Working with Integral Medical Holdings (IMH, incorporating Malling Health), the programme gave guidance on the processes and practices needed to work as a GP in the UK. It included essential advice on legal issues like confidentiality safeguarding as well as fitness to practice, language requirements and how the health system in the UK is structured. There was also an interactive element, with simulated surgery to prepare those on the course for the national assessment procedures they must successfully complete. Twelve qualified GP's from countries in Europe, including Spain, Portugal, Croatia, Greece and France took part in the programme.

Peter Milburn, Director of the Institute of Medical Sciences at Canterbury Christchurch said; "The declining number of GPs coming into the service has led to many surgeries struggling to fill vacant positions, which with growing patient numbers has not only added to the pressure within their provision, but has also had direct impact upon other health services, such as hospitals' A&E.

"This unique two day course provides vital support and information to allow current GP's, who qualified within the EU, to start the process of transferring their skills and knowledge to be able to practice within the UK, at a time when our health service needs them".

As well as Peter Milburn, the programme was led by Dr Mayur Vibhuti, GP and Medical Director for Malling Health and Dr Tariq Hussain, GP and Director of Medical Education at Medway Maritime NHS Foundation Trust.

The feedback from the programme indicated it was a success and Canterbury Christchurch will now consider whether the programme could be offered four times a year.



St Mark & St John awarded Social Enterprise Mark

The University of St Mark & St John is one of only four universities to be awarded the official mark that recognises commitment to people and planet before shareholder profit.

The recognition means that the University now has the license to display the mark, indicating that they are a 'social enterprise supporting the community, the environment and with good social purpose.' The institution had to go through a rigorous process of assessment, overseen by an Independent Certification Panel. Their activities. documents and accounts were all looked at as part of the assessment. The university now joins a prestigious list that includes well-known ethical companies such as Age UK Enterprises, Eden Project, Big Issue, and the Phone Coop.

Professor Brendon Noble, Executive Dean of Research, Postgraduate and Innovation at the University of St Mark & St John said; "We're extremely proud to have been awarded the Social Enterprise Mark and the University of St Mark & St John is absolutely committed to supporting social enterprise and consequently helping local communities and the broader South West region to thrive and prosper.

Our students will continue to contribute to our social enterprise philosophy through the use of skills they have acquired while studying; a strong volunteering ethos and positive attitude towards growing a better society."

The Social Enterprise Mark CIC is the only UK and international certification authority that safeguards social enterprise and only awards organisations that can genuinely prove their credentials.



BGU welcomed new students at Lincoln Cathedral

Bishop Grosseteste University extended the hand of friendship to new students as it held its first welcoming ceremony at Lincoln Cathedral on Thursday 8 October.

Over 1000 students attended and the ceremony was started with a procession involving members of the academic staff, council and officers. Local dignitaries and civic guests were also invited. The Dean of Lincoln welcomed the students and the Registrar and Secretary endorsed the matriculation roll on behalf of the University. The Vice Chancellor then invited students 'share the hand of friendship' and shake hands with each other to admit them all formally as members of the University.

As part of the celebrations students were also given a commemorative badge designed by the Historic Lincoln Trust, which also commemorates the 800th anniversary of the Magna Carta.

Vice Chancellor, Reverend Canon Professor Peter Neil said "Matriculation is the term used to describe students' formal entry into the university. We hope this serves as a friendly welcome to all those who are starting their studies here and that students feel they are becoming a part of the wider university family."

Charting 175 years of University of Winchester history

An exhibition for the University of Winchester's 175th anniversary has opened at the Hampshire Record Office.

Titled *The University of Winchester: 175 years of world-leading values-driven higher education* (1840-2015) the exhibition charts the institutions origins as a Diocesan Training College right through to the modern university it is today. Most of the exhibition material has been sourced from the University's own extensive archive which has been given to the Hampshire Record Office in 1991 after the University reached 150 years.

The exhibition follows the launch of a book that focused on the day-to-day experiences of students and staff at



Winchester, to reflect the changes in higher education over the last 60 years. A forthcoming book by renowned historian Professor Tom James also complements the exhibition.

" The University has a rich history", said

Dr Andrea Jacobs Visiting Research Fellow. "Mapping this history has highlighted the continuing theme of values-driven education and traces the development and significance of what is now one of the UK's oldest higher education establishments."

Cumbria professor recognised as Thought Leader in Social Partnerships

Professor Jem Bendell, Founder of the University's Institute for Leadership and Sustainability has been nominated as one of the world's foremost thinkers on collaboration for sustainable development.

The accolade comes from the awards committee of the Annual Review of Social Partnerships, an international publication that covers the latest developments in collaborations between business, government and the voluntary sector that seek to promote the common good.

Professor Bendell's work on social partnerships and his dedication caught the attention of the committee, and he was commended for helping to build this field of practice and inquiry over the past 20 years. He joined an impressive list of awardees that included academics from institutions across the world and former Secretary General of the United Nations, Kofi Annan.

Professor Bendell's work has fed into the programmes at Cumbria, as he explained;

" Collaborations between sectors that seek to achieve social or environmental solutions have been around for decades, so there is much



experience of success and failure from which we can learn.

"I'm pleased we can now share some of these insights through our sustainability-themed MBA programmes with the Robert Kennedy College, the PGC in Sustainable Leadership, and courses on the MSc in Strategic Policing."

Trinity Laban host conference themed at supporting young performers

Trinity Laban hosted the fourth Foundations for Excellence conference titled *Meeting the Challenges of Excellence in Music and Dance.*

Foundations for Excellence aim to nuture and support young dancers and musicians by sharing research and best practice. At this conference a programme of expert speakers addressed a range of topics including 'Teaching models in Music and Dance, 'Stress and Anxiety' and 'Self Awareness.'

The keynote was given by Roger Kneebone, Professor of Surgical Education at Imperial College, whose current research focuses on the synergies between medicine and arts. Other speakers included Dr Naomi Lefebvre Sell and Dr Emma Redding from Trinity Laban. Rachel Rist, Director of Dance, Tring Park School of Performing Arts, says: "I have always found the Foundations for Excellence conferences to be informative, provocative and stimulating. The upcoming conference will challenge existing pedagogical practices and propose innovative methods of nurturing excellence among young dancers and musicians and I look forward to being part of those exciting debates."

Athena SWAN Award for Edge Hill



Edge Hill University received a Bronze Athena SWAN award, highlighting its commitment to tackling gender inequality in higher education.

The University's self-assessment team managed the application process. They examined current policies and practices as well as the culture at the institution. One of the key markers was analysing data to see how staff are supported, particularly women in STEM subjects.

Nikki Craske, Head of Edge Hill's Research Support Office said; "Some of this resulted in the University identifying itself as having a very positive approach and allowed SAT members to promote these policies and practices within their departments and areas. There were other areas where we identified gaps and/or conflicting information that contributed to the development of an action plan supported by the Vice-Chancellor and other senior managers in the University. We will now move to realise the action plan which will help us enhance our support for staff."

Athena SWAN awards are allocated by Equality Challenge Unit, which works to further and support equality and diversity for staff and students in higher education across all four nations of the UK, and in colleges in Scotland.

Chester opens new Queens Park Campus



At the beginning of October, the University of Chester Business School welcomed the first groups of students to its new Queen's Park Campus in Handbridge.

The site had been empty for six years and the University invested £1.8million to restore the buildings and grounds, including the retention of impressive Art Deco fixtures and features. There are two buildings on the site, the Neo-Georgian Churchill House and the modern Bridge House, built in 1997. Churchill House was completed before WW2 and was the Western Command Headquarters of the Army controlling its forces from Hadrian's Wall on the Scottish border, right down to Tewkesbury in Gloucestershire. It was also the site of top-secret meetings between Sir Winston Churchill, General Eisenhower and General De Gaulle.

The facilities at Queens Park include 200-seat lecture theatres, computer suites and networking areas. It is also home to a dedicated business library.



Professor Ruth Ashford, Executive Dean of the University's Business School, said; "The University of Chester Business School is a world class provider of business and management professional programmes, not only in the UK but also in Singapore, China, Malta, Brunei, Malaysia, USA (New York) and other world destinations where we currently run our Chester Business programmes.

"This impressive new site enhances our provision and further demonstrates our commitment to developing the business leaders of the future."

Reflection on Dialogue Day

6 October 2015

Dialogue Day was a great success. Mark Batey led the day with energy and enthusiasm, and skilfully led colleagues through techniques to turn issues or opportunities into plans for success.

He built on the presentation he did at Conference and encouraged all to recognise the constrains we put on ourselves when it comes to creative thinking, and how we close down ideas and suggestions before we have the opportunity to see or consider them in a broader context alongside other ideas and suggestions. It was about getting ideas down, seeing connections between ideas, noting the important ones, and not evaluating too early. There was a huge amount of energy in the room throughout the day, with new faces from familiar AMHEC institutions as well as a group from Leeds Beckett who added a great amount to the dialogue and hopefully took some useful learning points away.



AMHEC Mailbase

AMHEC members benefit from access to the mailbase. This is a jiscmail forum through which members discuss and share practice on a wide-range of relevant topics. The mailbase provides an opportunity to raise concerns and queries and also provides a twoway feedback mechanism between AMHEC Members and the Executive Committee.

If you have not used this forum before and would like to know more please contact the AMHEC Administrator at amhec1960@gmail.com

Current Members

- Bishop Grosseteste University
- Canterbury Christ Church University
- Edge Hill University
- Leeds Trinity University
- Liverpool Hope University
- Newman University
- Norwich University of the Arts
- St Mary's University College Belfast
- St Mary's University Twickenham; Stranmillis University College

- The Arts University Bournemouth
- Trinity Laban Conservatoire of Music & Dance
- University for the Creative Arts
- University of Chester
- University of Chichester
- University of Cumbria
- University of St Mark & St John
- University of Winchester
- York St John University

AMHEC Executive Team

The AGM meeting held on 17 April 2015 ratified the membership of your Executive Team:

Sam Johnson, Chair University of Cumbria samuel.johnson@cumbria.ac.uk

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York St John University e.wilkins@yorksj.ac.uk If you would like to discuss any questions about the organisation, please don't hesitate to contact one of us.