

**Proud
Friends**

#GlosGrads



UNIVERSITY OF
GLOUCESTERSHIRE



Chair of Council

2019

Minerva

Executive summary

The University of Gloucestershire is different. We are a vibrant and successful institution, with a unique identity and a depth of experience that supports students from many different backgrounds. Our Council, staff and students share their passions, academic interests and goals to create more successful futures.

We are now seeking to appoint a new Chair of Council to succeed Professor Julian Crampton. The new Chair will inspire the University to achieve our vision and ambition as set out in the University Strategy for 2017-22.

- **To provide a breadth and richness of experience that enables all our students to reach their full potential.**
- **To provide teaching and support for learning of the highest quality.**
- **To undertake excellent research and innovative professional practice which enrich students' learning and create impact and benefit for others.**
- **To build partnerships which create opportunity, innovation and mutual benefit for the communities we serve.**

The Chair will bring energy, enthusiasm and personal passion to the role, and will lead the Council in its collective responsibility for defining and developing the educational character, strategy and mission of the University. We are proud of our recent achievements, including the opening of multi-million pound new facilities in Gloucester and Cheltenham, and are confident that we have a strong platform for further future success.

Ideal candidates will be able to demonstrate excellent leadership and interpersonal skills with experience of large, complex organisations in the private or public sectors. They will demonstrate an understanding of the principles of good corporate governance alongside an interest in, and ideally a good understanding of, the UK higher education sector. Ideally they will have international experience and a global outlook.

About the University

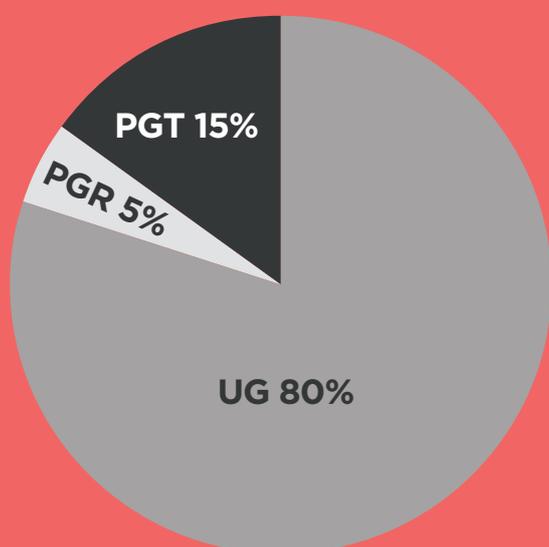
With our focus very firmly on the future, the University of Gloucestershire has a heritage stretching back 180 years. We have grown into a diverse, vibrant community of **9,220 students** and approximately **1,000 staff** from around the world.

With campuses in the beautiful spa town of Cheltenham and the historic city of Gloucester, the University offers students a safe yet dynamic and exciting place to learn, grow and make connections that shape their world. Recent developments at the University include an estates master plan that has provided an 800 bed student village in Cheltenham and a new Business School and sports facilities in Gloucester. In addition we have recently launched a new BSc in Nursing and new developments in Cyber and Information Security.

The University has a historical affiliation with the Church of England, and with the Diocese of Gloucester in particular, which continues to be reflected in our values, behaviours and relationships.

We are highly rated in essential national measures: in 2018 we achieved 86% overall satisfaction rate, against a sector average of 83%, in the National Student Survey (NSS). We have a Silver award in the Teaching Excellence and Student Outcomes Framework (TEF). We are also proud of our performance in the Research Excellence Framework (REF), the latest results from 2014 show that 44% of our research was classified as world-leading (4*) or internationally excellent (3*). The University's ranking increased by 18 places over its position in the 2008 Research assessment Exercise (RAE). The latest Destinations of Leavers from Higher Education (DLHE) survey found that 95.3% of our full-time, first degree graduates went into employment or further study (a 0.9 percentage points increase) and that 68.2% went into professional employment (also known as graduate-level jobs), which is an increase of 3.1 percentage points.

We are making good progress too with new Degree Apprenticeships and see this as an important area of growth that supports our close links to employers. We also have an awarding Growth Hub based at our campus in Gloucester. All this helps to realise our ambitions as an anchor institution for Gloucestershire and a leading provider of higher education in the UK.



Student Profile 2017/18

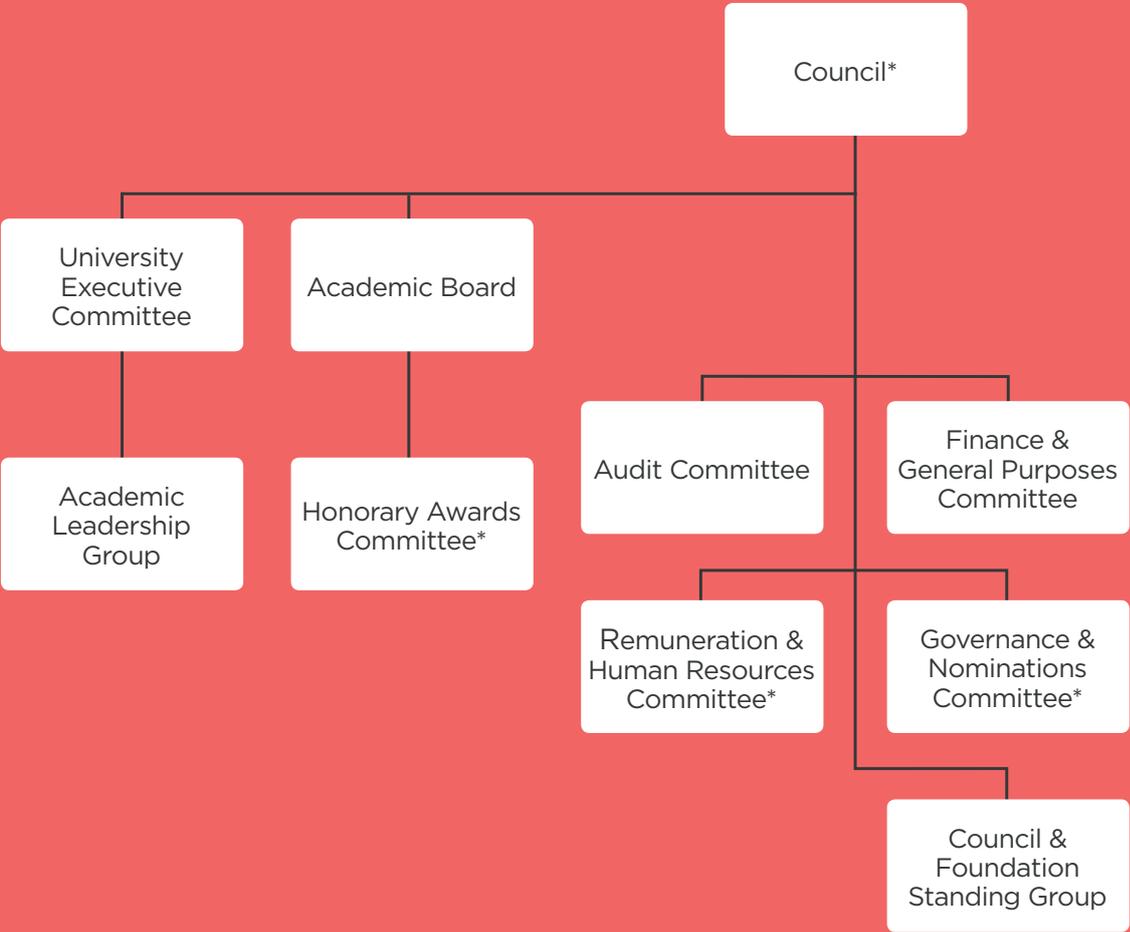
Governance and executive structures

The Chair, Council and Vice-Chancellor each has a role in providing the strategic direction and leadership required to steer the University through its next phase of development and in ensuring effective delivery of its mission and goals. The Chair will play an important part in helping the University build on its recent achievements, develop its distinctive strengths, and tackle successfully its future challenges.

Council contains twenty members, including two student representatives, two staff representatives, a member from the University's Academic Board, the Vice-Chancellor, and fourteen External Members.

Members of Council (as well as members of the University Executive) are only appointed after demonstration that they satisfy the definition of 'fit and proper persons' as articulated by the OfS in the 'Regulatory framework for higher education in England'.

In the conduct of its formal business, in addition to an annual strategic away day, the Council meets six times a year. It has a number of formally constituted committees. The Scheme of Delegations further details the specific delegated powers of these committees.



* indicates a committee the Chair is expected to attend

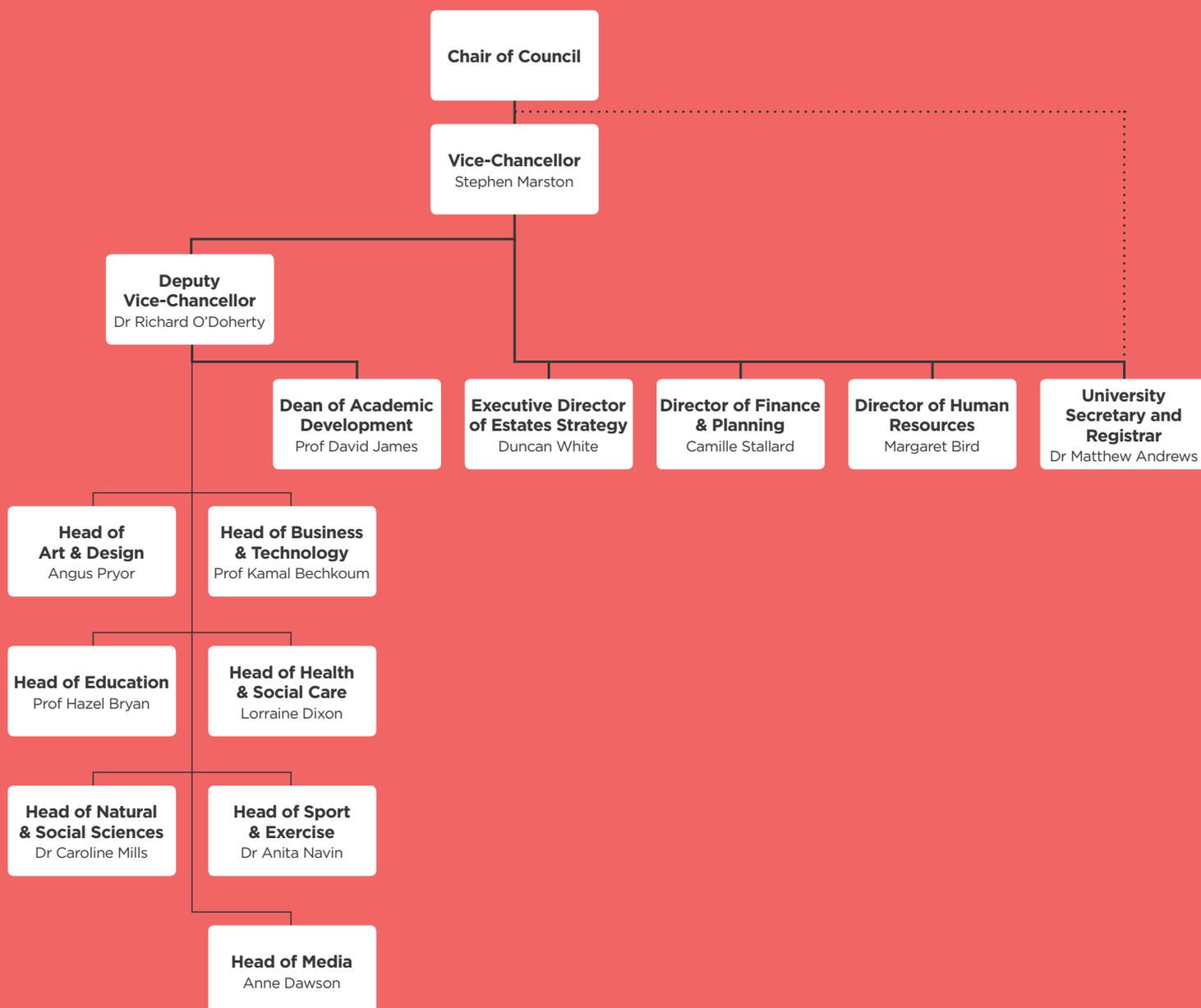
Governance and executive structures (continued)

In addition to the Vice-Chancellor, the University's Executive Group includes:

- **Dean of Academic Development**
- **Deputy Vice-Chancellor**
- **Director of Finance and Planning**
- **Director of Human Resources**
- **Executive Director of Estates Strategy**
- **University Secretary and Registrar**

Our academic learning, teaching and research are managed within seven Schools:

- **Art & Design**
- **Business & Technology**
- **Education**
- **Health & Social Care**
- **Media**
- **Natural & Social Sciences**
- **Sport & Exercise**



Role description

The main components of the role are as follows:

- 1.** The Chair is responsible for the leadership of the University's Council, ensuring that it gives clear, effective strategic direction to the University and its Executive, so that the University continues to flourish and succeed in a fast moving, competitive environment.
- 2.** The Chair will lead the Council in working with the Executive to monitor, review and update its strategy. This will in particular pursue the University's ambition to achieve a distinctive reputation for excellence in:
 - a) giving students outstanding support to learn in a community which values them as individuals;
 - b) providing a breadth and richness of experience which prepares students for rewarding lives and successful careers;
 - c) making an outstanding contribution to the wellbeing of Gloucestershire.
- 3.** The Chair will lead the Council so as to promote a strong sense of shared vision, ambition and collective purpose. The Chair is not required to have extensive prior experience of higher education, but must have some personal commitment towards the transformative power of a university in promoting the wellbeing of its students and its community.
- 4.** The Chair should ensure that the Council exercises collective responsibility, encouraging all members to work together effectively, contributing their skills and expertise as appropriate, and seeking to build consensus among them. The Chair should constructively challenge the Council, promoting high quality discussion, analysis and direction-setting.
- 5.** Supported and advised by the University Secretary and the Vice-Chancellor, the Chair is responsible for ensuring that the business of the Council is carried out efficiently, effectively, and in a manner appropriate for the proper conduct of public business. The expectations of a University Council are codified in the 'Higher Education Code of Governance' (2018) produced by the Committee of University Chairs (CUC), the public interest governance principles as articulated by the Office for Students (OfS) in the 'Regulatory framework for higher education in England', and in such other forms of guidance produced by the CUC, OfS and other relevant bodies. The specific requirements relating to the operation of the University Council are set out in our Memorandum and Articles of Association.
- 6.** Within the collective responsibility of the Council for holding the Vice-Chancellor and University Executive to account, the Chair has specific responsibility for setting objectives and reviewing performance of the Vice-Chancellor. The Chair should endeavour to establish a constructive and supportive but challenging working relationship with the Vice-Chancellor, recognising the proper separation between governance and executive management, and avoiding involvement in the day-to-day executive management of the University.



Role description (continued)

The Business of the University

7. The Chair is responsible for ensuring that Council exercises control over the strategic direction of the University, through an effective planning process, and that the performance of the University is adequately assessed against the objectives which Council has approved.

8. The University has an established, published strategy for the period 2017-22, with an annual operating plan and a range of subsidiary strategies. The Chair leads the Council in reviewing, and holding the Executive to account for, the delivery of this strategic framework, and for revising and extending the framework in response to internal and external developments.

9. The Chair normally chairs the Governance and Nominations Committee, they are an ex officio member of the Remuneration and Human Resources Committee, and can attend the Finance and General Purposes Committee.

The External Role

10. For certain purposes, the Chair will be expected to represent the University and the Council externally. The extent of this role will depend on the individual's preferences and personal networks and experience. The University's Chancellor (Baroness Rennie Fritchie), Pro-Chancellors (Sir Henry Elwes and Bishop Rachel Treweek), and Vice-Chancellor (Stephen Marston) undertake a range of roles in promoting the University externally, and the Chair will be able to define their external role by reference to those other roles.

11. The Chair will attend meetings and other events (as appropriate) organised by the Committee of University Chairs (CUC), to ensure that the operations of Council are informed by the latest developments in national best practice and that the perspective of the University and its Council are communicated at a national level.

12. It is important that the Chair should bring extensive experience of successful leadership of large, complex organisations with ambitious strategies (and desirably an international outlook), and a commitment to the mission and purposes of the University.

Terms of Appointment

13. The office of Chair is not remunerated, but the Chair may claim travelling and similar expenses incurred in the course of University business.

14. The Chair's term of office is four years, and is renewable once (i.e. a total term of up to 8 years).

Time Commitment

15. There are three elements to the time commitment of this role.

- a) The core commitment is to be available to chair meetings of Council, chair or attend certain committees of Council, and undertake the formal business of the Council. That core role will require the chair to be present in the University for about 15-20 full or part days per year.
- b) University business is likely to punctuate other days e.g. telephone conversations, reading in preparation for meetings, and being available for consultation and advice (especially but not only with the University Secretary and Vice-Chancellor), without needing to be present in the University.
- c) Being present within the University and our wider community, engaging with the life of the University and contributing to our local profile. This is a more discretionary element, depending in part on the individual's interests and availability and the complementary roles of the Chancellor, Pro-Chancellors, Vice Chair of Council and Vice-Chancellor.

Person specification

Requirements for all External Members of Council

	Essential	Desirable
1. Attainments and Qualifications	First degree (or equivalent)	Evidence of continuing professional development
2. Previous Experience	Ability to think and act strategically. Personal expertise in an area relevant to the responsibilities of Council.	
3. Training and Specialist Skills	High levels of written and oral communication skills. Ability to listen to others. Analytical skills.	
4. Disposition	Ability and willingness to be an ambassador for the University. Ability to work in effective teams with other members of Council. Ability to work in effective teams with the Vice-Chancellor and other members of the University Executive. Good under pressure. Diplomatic but firm. Prepared to give University business a high priority.	
5. Circumstances	Available to attend University related activities on at least 15 full or part days per year. In addition University business is likely to punctuate other days e.g. telephone conversations, preparation for meetings etc.	



Additional requirements for the Chair of Council

	Essential	Desirable
1. Attainments and Qualifications		
2. Previous Experience	<p>Successful leadership of large, complex organisations</p> <p>Successful leadership of the design and delivery of ambitious strategies for organisational development and achievement</p> <p>Experience of managing change</p> <p>Experience as a non-Executive Board chair or member, including chairing meetings effectively</p> <p>Understanding of good corporate governance.</p>	<p>Understanding of senior leadership and management in a University context.</p> <p>International experience or a role with a global dimension</p>
3. Training and Specialist Skills	<p>Understanding the dynamics of large, complex organisations</p> <p>Business strategy</p> <p>Familiarity with financial management and direction of large, complex organisations</p> <p>High level negotiating skills.</p>	
4. Disposition	<p>Personal commitment to the purposes of the University</p> <p>Enthusiasm and energy</p> <p>Ability to lead and inspire others to create and pursue a shared vision and ambition</p> <p>Ability to get the best out of others, working effectively with other members of Council, and with the Vice-Chancellor and other members of the University Executive</p> <p>Diplomatic but firm, with the ability both to listen and to persuade</p> <p>Commitment to the University's mission as an inclusive organisation, promoting equality and celebrating diversity amongst students and staff.</p>	<p>Willingness to engage with the County of Gloucestershire and the surrounding region, and to act as a champion and ambassador for the University.</p>
5. Circumstances		

Appointment process and how to apply

The Chair of Council will be selected by a panel charged with making a recommendation on the appointment to Council.

Applications should consist of a letter addressing the criteria in the person specification and a full curriculum vitae, and should be sent to glos@minervasearch.com

The final recommendation of the Selection Panel will be presented to Council for approval at its meeting to be held on **26 July 2019**, with a view to the successful candidate taking up the role from the following day.

For an informal discussion about the role please contact glos@minervasearch.com.

Further information about the University is available here: www.glos.ac.uk

Important dates

- The closing date for applications is **Monday 1 July 2019**.
- Shortlisting is expected to occur during the week commencing **Monday 8 July 2019**.
- Interviews will be held at the University's Park Campus in Cheltenham on **Tuesday 23 July 2019**.

