

Bournemouth
University

Bournemouth University Chair of the University Board

Candidate Brief, August 2021



Contents

1. Welcome from the Vice-Chancellor
2. Message from the BU Board
3. Our vision and values
4. About BU
6. Corporate Governance at BU and the University Board
8. Board Senate and Committee organisation chart
9. Who we are looking for and the role
13. How to apply, the selection process and timeline



Welcome from the Vice-Chancellor

Dear Chair of the Board applicant,

I am delighted that you are interested in becoming the next Chair of the BU Board. I hope that you find all the information you need in this candidate pack and on our [website](#) to encourage you to submit an application.

Community is important to us at BU and it is essential that we attract applicants from diverse backgrounds and with a range of experiences, so that our governance structure reflects our varied community of students, staff and other stakeholders.

Of course the Chair, along with the other members of the Board, plays a vital role in governance, challenge and oversight, a role which has become increasingly recognised and regulated over the last few years. But as well as taking on these important responsibilities, the Chair is expected to bring their wider experience and perspectives to the role; helping the university to develop its strategy and acting as a team-builder and mediator for the Board.

As well as the formal Board and Committee meetings, the Chair is expected to represent the Board internally and will interact with staff and students at events across the year. The Chair welcomes guests at our annual VC staff awards, at our graduation ceremonies, and other events, both virtual and face to face. These events provide an insight into what we really do, and what we are really like, at BU. The Chair is also expected to represent the Board and BU externally, such as at fundraising events with other BU senior officers and staff.

You will have read about our BU2025 strategic plan and the key concept of Fusion, which is so important to us at BU. We hope that the Chair also experiences Fusion during their time at BU, by contributing to our knowledge and our practice and learning about us and how we operate.

I hope you will consider joining this important team, to help us as we inspire education, advance knowledge and enrich society.

Professor John Vinney
Vice-Chancellor



Message from the BU Board

Dear Chair of the Board applicant,

We are delighted that you are considering this exciting opportunity to become the next Chair of the BU Board and would like to take this opportunity to thank you for your interest in BU.

As Members of the Board, BU's vision for inspiring learning, advancing knowledge, and enriching society through the fusion of education, research, and practice influences everything that we do and the way we work together. We are looking for a Chair who shares our commitment to our values of responsibility, inclusivity, creativity and excellence and who can help us collectively build upon our previous successes as we continue to work towards our BU2025 strategic plan.

As Chair, you will provide appropriate oversight, constructive challenge and support to the Executive Team and BU in particular around strategy and governance and ensuring that BU can meet its obligations and responsibilities to its students. We encourage you to consider the [Chair of the Board role description](#) and recruitment [website](#) for further information about the role and how to apply.

By taking on the Chair role in July 2022, you will be joining the Board following a period of unprecedented challenge for the sector in the pandemic and at a critical time in our delivery of the BU2025 strategic plan. We are therefore looking for someone who has the personal and professional qualities and experience to lead the Board at a pivotal point in our history.

If you have questions about any aspect of this opportunity or wish to have an informal discussion about your application, we encourage you to contact the Clerk to the Board, Deborah Wakely, by contacting boardclerk@bournemouth.ac.uk

The selection panel is led by Jean Lang as Deputy Chair of the Board and the Panel looks forward to engaging with you.

For and on behalf of the Bournemouth University Board



Our vision and values

BU2025 is our strategic plan for Bournemouth University. Our vision is for worldwide recognition as a leading university for inspiring learning, advancing knowledge and enriching society through the fusion of education, research and practice.

Our Fusion model is at the heart of BU2025 and brings together education, research and practice, which have been core parts of our DNA throughout our history. Our values are excellence, inclusivity, creativity and responsibility.

Inspiring learning: We will continue to establish our distinctive Fusion culture and communities and build a worldwide reputation for our Fusion approach to learning. Key features of our approach include co-creation, collaboration and inclusivity. By developing our learning communities we will ensure that the BU learning experience, for staff as well as students, is personalised, inter-disciplinary and consistently excellent. We will continue to build our diverse and inclusive environment so that it enables achievement for all.

Advancing knowledge: The Fusion of education, research and practice enables us to advance knowledge through research and education that is informed by industry and practice and to contribute to the development of professional practice through our relationships. We will be a catalyst for impact by advancing knowledge, creativity and innovation. Our students and staff will thrive as life-long learners. We will continue to develop staff who will lead in their disciplines and professions.

Enriching society: We will have an impact on challenges facing society, at home and worldwide, building partnerships and connectivity. Our students, graduates and staff will continue to be active citizens in their communities within and outside BU. Our education, research and practice will drive social and economic growth and development. Managing our own impact on the environment, and contributing to thought leadership in this area, is one way that we will make a difference. BU2025 sets out the actions that we will take to achieve our vision and the outcomes that will define our success.

www.bournemouth.ac.uk/about/bu2025-our-vision-values-strategic-plan



About BU

Bournemouth University has around 17,000 students and 1,700 colleagues. Located over two main sites, the university is structured around our academic disciplines in four faculties: the Bournemouth University Business School, the Faculty of Health & Social Sciences, the Faculty of Media & Communication and the Faculty of Science & Technology.

BU is an inclusive, forward looking and ambitious university, with an exciting and developing international profile. Over the next four years of BU2025, we will embed our Fusion model and build strength and critical mass in four strategic investment areas which have been identified to meet future societal and global needs. These are: Animation, Simulation & Visualisation; Medical Sciences; Assistive Technologies; and Sustainability, Low Carbon Technology & Materials Science.

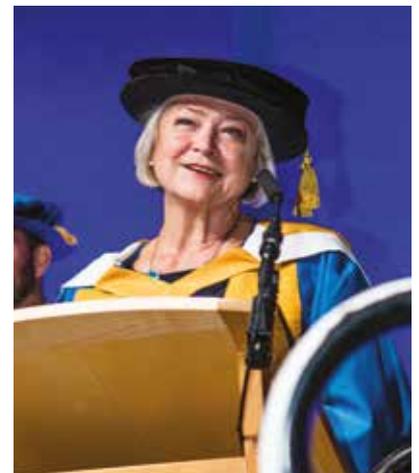
BU plays a leading role in the local economy, making a significant contribution to the south west region, and we have a number of key partnerships. These include the University Hospitals Dorset NHS Foundation Trust, looking at innovation in health care provision and with EFL Championship club AFC Bournemouth, bringing student opportunities, collaboration and exposure at a regional, national and international level.

All our activities are aligned to the UN sustainable development goals. We are #BUProud to have held the EcoCampus platinum award for our work in making the university sustainable since 2011 and we have just been ranked 74th out of 1,115 universities worldwide in the new *Times Higher Education Impact Rankings 2021* – which measure universities against the UN's sustainable development goals.

Every undergraduate degree student at BU has the opportunity to undertake a work placement as part of their course. BU has a long-established programme of placements for students both nationally and internationally and has a reputation for the quality of these opportunities.

Our latest alumni survey found that 95% of undergraduates would recommend BU as a great place to study and live. **'My Time at BU'** was made by Marketing & Communications to capture students' reflections of their BU student experience.

The university's Chancellor is broadcaster and author Dr Kate Adie CBE DL. Kate, already an honorary doctorate and seen here at our graduation ceremonies in November 2018, became our fifth Chancellor in January 2019.



Dr Kate Adie CBE DL, Chancellor



Our location

Bournemouth is a vibrant coastal town, which is part of the Bournemouth, Christchurch and Poole conurbation in Dorset. It boasts thriving creative, digital and cultural sectors, as well as beautiful beaches and a busy nightlife, attracting over five million visitors a year.

Bournemouth University benefits from a wonderful location, situated between one of the UK's newest national parks, officially the best beach in Britain (according to Trip Advisor, 2020) and the second-largest natural harbour in the world, with the World Heritage Jurassic Coast located nearby.

The favourable climate, good schools, and a wide range of culture and festivals all make Dorset a great place to live and work, with varied choices across Bournemouth, Christchurch and Poole and the wider Dorset region.

You're well served for culture and entertainment in Bournemouth, Christchurch and Poole, with venues such as the Bournemouth International Centre regularly attracting the biggest names in music, comedy and drama, while the Lighthouse, Poole's Centre for the Arts, is the largest arts centre in the UK outside London. It hosts touring plays and exhibitions, and is also home to a cinema that shows the latest independent movies.

Bournemouth is well connected to the rest of the UK – and Europe – when it comes to travel links too. A regular rail service means we are only around two hours from London, with further destinations around the UK easily accessible via train or coach. Bournemouth Airport offers scheduled and charter services. Gatwick and Heathrow are also within easy travelling distance.



Corporate Governance at BU and the University Board

At BU we are committed to exhibiting best practice in all aspects of corporate governance. We endeavour to conduct our business in accordance with the seven principles identified by the Committee on Standards in Public Life and in compliance with the CUC Higher Education Code of Governance. We also work to all of the Public Interest Governance Principles as required by our principal regulator under the Charities Act 2011, the Office for Students (OfS).

The University Board must act within the requirements of the OfS Regulatory Framework for Higher Education in England, the OfS Terms and Conditions of Funding for the relevant year and the Terms and Conditions of Research England Grant.

Our objects, powers and framework of governance are set out in section 123A of the Education Reform Act 1988 (as amended by the Higher Education and Research Act 2017) along with our [Instrument](#) and [Articles of Government](#). The Articles require BU to have a Board of Governors (the Board) as the governing body and a Senate which has oversight of the academic activities of BU.

The Board, Vice-Chancellor, Senate, University Executive Team and Committees each have clearly defined functions and responsibilities as set out in the [Scheme of Delegation](#). The Scheme outlines where decision-making authority in the name of or on behalf of BU resides and where this authority can and has been delegated.

The Board acts in accordance with the [University Board Statement of Primary Responsibilities](#). Amongst other things, the Board is responsible for matters including the finance, property and staffing of the institution and is specifically required to determine the educational character and mission of BU and to set its general strategic direction. It is also the Board's responsibility to bring independent judgement to bear on issues of strategy, performance, resources and standards of conduct. As Board Members are charitable trustees, they ensure that BU carries out its activities for the public benefit; complies with its governing documents and the law; manages its resources responsibly and is accountable.

Sub-committees of the Board

Although the Board normally meets at least five times each academic year, much of its detailed work is initially handled by the following sub-committees:

Audit, Risk and Governance Committee (ARG) is responsible for overseeing the BU's management of risk; monitoring the effectiveness of BU's governance arrangements; value for money; internal control and advising the Board on BU's audit strategy and the appointment of internal and external auditors. ARG also considers reports from the OfS and other external bodies and monitors adherence with regulatory requirements. ARG also has oversight of Health & Safety on behalf of the Board. ARG considers BU's financial statements and makes recommendations to the Board. ARG also gains assurance over the quality of data submitted within institutional returns.

Finance and Resources Committee (FRC) considers, on behalf of the Board, matters concerning the effective and efficient use of physical and human resources and provides assurance, advice, and makes recommendations to the Board as appropriate. FRC advises the Board on BU's overall financial strategy, financial sustainability and financial forecasting and has delegated authority to approve commitment to some financial transactions and other matters on behalf of the Board. FRC reviews BU's management accounts and cash-flow forecasts, oversees all major investments and advises the Board on BU's annual budget. It oversees the treasury activities of BU, including reserves and borrowings. On human resources, FRC sets the framework for the pay and conditions of employment of staff; considers BU's equality and diversity activities and monitors progress against the people elements of the BU2025 strategy.

Remuneration Committee determines the pay and conditions of service of the holders of senior posts. The holders of senior posts are members of the University Executive Team and the Clerk to the Board. Pay and conditions of service of all other staff are determined by the Vice-Chancellor within a framework approved by the Finance and Resources Committee.

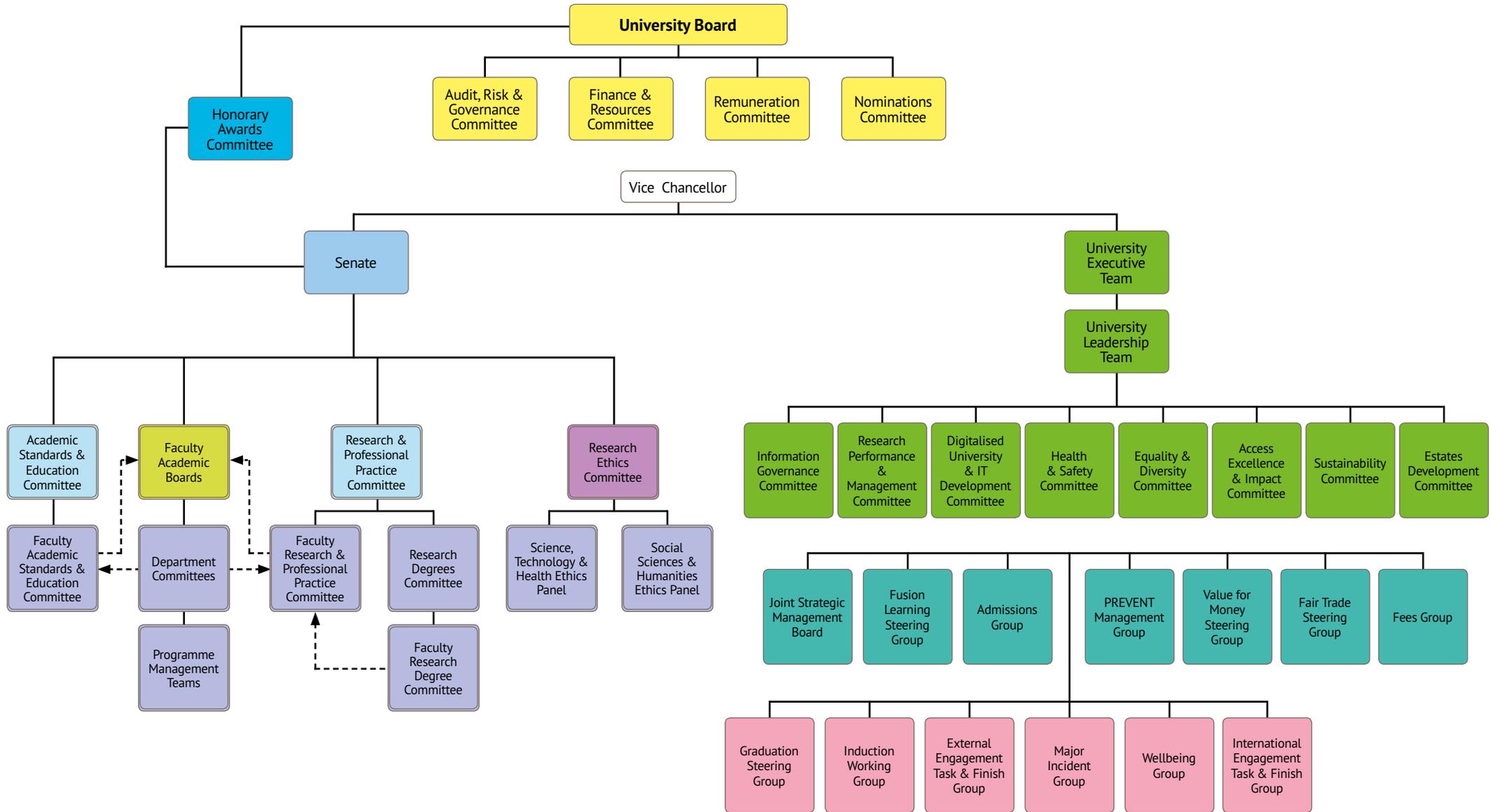
The Nominations Committee is responsible to the Board for agreeing, and subsequently overseeing, the process for the appointment of all Board members, the Chancellor, the Pro-Chancellors, the Vice-Chancellor and other holders of senior posts. It is responsible for ensuring that the Board has the necessary skills available to it and for deploying those effectively.

The Honorary Awards Committee is a joint Senate and University Board Committee which makes annual recommendations to the Board on the Honorary Awards to be conferred at the university's awards ceremonies.

Members of the University Board are also entitled to attend, as observers, meetings of Senate and its standing committees.

Please refer to the below organisation chart for a complete overview of our Board, Senate and Committee structure.

Board Senate and Committee organisation chart



Key

Senate Standing Committees chaired by UET members reporting directly to Senate	Senate Standing Committees with Independent Chair	Other Senate Committees reporting directly to Senate	Sub-Committees reporting to Senate Committees
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Key

University Board Committee Structure	Joint Senate & Board Committee	Senate Committee	Other Senate Committees reporting directly to Senate	Executive Working Group Structure	Operational, Ad Hoc or Task & Finish Groups	Reporting Forum	Executive Committee Structure
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Who we are looking for

To help us build upon our success and deliver our strategy we are seeking to appoint an exceptional individual to take on the role of Chair of the University Board. This is an exciting opportunity for someone who has outstanding leadership skills with a strong interest in and commitment to higher education and the values, aims and objectives of BU.

We are seeking someone with Board level experience, ideally with Chair or Deputy Chair experience at Board or Committee level. We are also looking to appoint a candidate who can demonstrate a commitment to the very highest standards of governance. The Chair will need to establish a constructive and supportive but challenging working relationship with the Vice-Chancellor and other members of the University Executive Team.

As a Charity Trustee of an exempt charity, the Chair also has the responsibilities and potential liabilities that go with Trustee status. You will therefore need to meet the requirements to act as a charity trustee issued by the Charity Commission which are available here:

www.gov.uk/guidance/charity-trustee-disqualification

You will also need to meet the further requirements as set out in the Office for Students Regulatory Framework for Higher Education in England and the Terms and Conditions of Funding for Higher Education Institutions, such as the 'fit and proper person' requirements requiring a person to be: of good character; have the qualifications, competence, skills and experience that are necessary for their role; is able by reason of their health, after reasonable adjustments are made, to properly perform the tasks of the office or position for which they are appointed; and has not been responsible for, been privy to, contributed to, or facilitated any serious misconduct or mismanagement (whether unlawful or not) in their employment or in the conduct of any entity with which they are or have been associated. Further information about the indicators that a person may not be a fit and proper person can be found here:

www.officeforstudents.org.uk/advice-and-guidance/regulation/conditions-of-registration/public-interest-governance-principles

The role

1. Leadership

- a) The Chair is responsible for the leadership of the University Board. As Chair of its meetings, the Chair is responsible for ensuring that the necessary business of the University Board is carried on efficiently, effectively, and in a manner appropriate for the proper conduct of public business.
- b) The Chair should ensure, inter alia through a good working relationship with the Chairs of the University Board's Committees that Committee business is carried on in a proper manner, efficiently and effectively, and that regular and satisfactory reports are presented to the University Board.

- c) The Chair should ensure that the University Board acts in accordance with the Instrument and Articles of Government of the University and with the university's internal policies and procedures and should seek advice from the Clerk in any case of uncertainty. The Chair should ensure that the University Board acts in accordance with the legal and regulatory obligations applicable to the university including those determined by its principal regulator the Office for Students.
- d) The Chair should ensure that the University Board exercises collective responsibility, that is to say, that decisions are taken corporately by all members acting as a body. The Chair will encourage all members to work together effectively, contributing their skills and expertise as appropriate, and will seek to build consensus among them.
- e) The Chair should ensure that the University Board approves and operates a procedure for the regular appraisal/review of the performance of individual members of the University Board, and should participate as appraiser/reviewer in that process. The Chair should encourage members to participate in appropriate training events such as those organised by Advance HE.
- f) The Chair will be formally and informally involved in the process for the recruitment of new members of the University Board, and should encourage all members to participate in induction events organised by the University.
- g) The Chair will be responsible for the appraisal/review of the performance of the Vice-Chancellor and will make recommendations to the Remuneration Committee accordingly. The Chair will also set and agree the Vice-Chancellor's objectives and discuss those with the Remuneration Committee.
- h) The Chair will be responsible for the appraisal/review of the performance of the Clerk to the University Board, taking care to ensure that any other duties the Clerk may perform for the institution are excluded from consideration, and will make recommendations accordingly. The Chair will also set and agree the Clerk to the Board's objectives.

2. Standards

- a) The Chair is responsible for ensuring that the University Board conducts itself in accordance with accepted standards of behaviour in public life, embracing selflessness, integrity, objectivity, accountability, openness, honesty and leadership and the public interest governance principles as required by the Office for Students.
- b) As a Charity Trustee of an exempt charity the Chair will have the responsibilities and potential liabilities that go with Trustee status. The Chair will be subject to the Guidance issued by the Charity Commission and further requirements as set out in the Office for Students Regulatory Framework for Higher Education in England and the Terms and Conditions of Funding for Higher Education Institutions, such as the 'fit and proper person' requirement.
- c) The Chair shall ensure that the Clerk maintains an up-to-date Register of the Interests of members of the University Board, and shall make a full and timely personal disclosure. The Chair shall ensure that any conflict of interest is identified, disclosed, and managed appropriately, in order that the integrity of University Board business shall be and shall be seen to be maintained.
- d) Since the University is a Charity, the Chair shall be responsible for ensuring that the University Board exercises efficient and effective use of the resources of the university for the furtherance

of its charitable purposes, maintains its long-term financial viability, and safeguards its assets, and to receive assurances that proper mechanisms exist to ensure financial control and for the prevention of fraud.

- e) The Chair is responsible for ensuring that regular reviews of the effectiveness of governance take place, in accordance with the CUC Higher Education Code of Governance, the Office for Students Regulatory Framework for Higher Education in England and other best practice guidelines as appropriate.
- f) The Chair will be responsible for implementing the discipline and dismissal of Board Members. The Nominations Committee is responsible for making recommendations to the Board in respect of the removal of any of its members from office in the event that a member breaches the terms of their appointment.

3. The Business of the University

- a) The Chair is responsible for ensuring that the University Board 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 the University Board has approved.
- b) The Chair should at all times act in accordance with established protocols for the use of delegated authority or Chair's Action (ensuring that such protocols are drawn up if none exist). All instances of the use of delegated authority or Chair's Action should be reported to the next meeting of the University Board.
- c) 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.
- d) The Chair will be a member of the Remuneration Committee, and the Finance & Resources Committee (or equivalent) and will also Chair the Nominations Committee and the Honorary Awards Committee. The Chair will also attend and play an active role in the university's annual graduation ceremonies and other events as required, such as the annual Vice-Chancellor's Staff Awards.
- e) The Chair, along with other specified members of the Board, will be an authorised signatory for documents as set out in the university's policies and procedures. These include documents signed under seal and deeds (in accordance with the contract signing procedures and the University's financial authority limits) as well as the annual financial statements of the University.

4. The External role

- a) The Chair will represent the University Board and the university externally. The Chair will be a member of the Committee of University Chairs.
- b) The Chair may be asked to use personal influence and networking skills on behalf of the university (the 'door-opening' role).
- c) The Chair may be asked to play a role in liaising between key stakeholders and the university, or

in fundraising. They will be fully briefed by the university to enable them to carry out this role effectively. However, this role in particular must be exercised in a carefully co-ordinated fashion with other senior officers and staff of the university.

5. Personal

- a) The Chair will have a strong interest in and commitment to higher education and the values, aims and objectives of the university.
- b) The Chair will at all times act fairly and impartially in the interests of the university as a whole, using independent judgement and maintaining confidentiality as appropriate.
- c) The Chair is expected to attend all meetings of which they are Chair or a member, or give timely apologies if absence is unavoidable.
- d) The Chair will make themselves available to attend induction/training events organised by the university or other appropriate bodies such as Advance HE and CUC.
- e) The Chair will receive feedback on their performance as Chair via an appraisal/review procedure from other members of the University Board with a formal review at least once every two years. This may take the form of an anonymous 360° appraisal process, externally facilitated if appropriate.
- f) The likely overall time commitment required of the Chair for the effective conduct of the duties of the post is 50 days per year, with the majority of the workload taking place during university term-time.
- g) The office of Chair is not remunerated, but the Chair is encouraged to reclaim all reasonable travelling and similar expenses incurred in the course of university business, via the Clerk.



How to apply

For informal enquiries please do not hesitate to contact Deborah Wakely, Clerk to the Board, on boardclerk@bournemouth.ac.uk

All applicants are invited to:

- Complete a **Chair of the Board Application Form**. Please note that you may wish to include a separate sheet to complete Box 2 'In support of your application' explaining why you would like to become Chair of the University Board and summarising your ability related to the **role description**.
- **Submit a CV**, including educational and professional qualifications, employment history, any prior Board and Committee positions held and any other experience that may be relevant to the Chair of the Board role.
- Complete an optional **Equality Monitoring Form**: the information submitted in this form will be treated confidentially and will be used for monitoring purposes only. This form will not be passed on to those making a selection decision.

Please submit the above documents to boardclerk@bournemouth.ac.uk by the closing date of midnight on **30 September 2021**.

Please visit our returning forms webpage (www.bournemouth.ac.uk/return-forms) to find out more about how to encrypt your form before emailing it. Alternative formats are available on request: formats@bournemouth.ac.uk

The selection process and timeline

All applications received by the closing date will be considered by the selection panel led by the Deputy Chair of the Board.

We expect shortlisted candidates to be invited to participate in the selection process (including testing, informal discussions with two student panels and a short presentation and panel interview) during **November** and **December 2021** with the selection process and referencing and other due diligence concluding in **January 2022**.

We are also planning a three-month handover period between the outgoing and incoming Chair, with the new Chair having the opportunity to attend some Board meetings before formally taking up their appointment from **11 July 2022**.

We are committed to increasing the diversity of our Board and welcome applications from all suitably qualified candidates. BU has inclusivity as one of its core values and is committed to an inclusive working environment. We seek a diverse community through attracting, developing and retaining individuals from different backgrounds to contribute to inspirational learning, advancing knowledge and enriching society.

