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UNIVERSITY OF THE  
WEST of SCOTLAND  
**UWS**

# Chair of Court

Appointment pack August 2019

**Dreaming, Believing, Achieving.**  
A 21st century university





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UNIVERSITY OF THE  
WEST of SCOTLAND  
**UWS**

ABOUT UWS...

**19,900**  
STUDENTS

**1,385**  
STAFF

**140**  
NATIONALITIES  
ACROSS OUR FIVE  
CAMPUSES

## 4 SCHOOLS

- BUSINESS & CREATIVE INDUSTRIES
- COMPUTING, ENGINEERING & PHYSICAL SCIENCES
- EDUCATION
- HEALTH & LIFE SCIENCES

## 5 CAMPUSES

AYR, DUMFRIES,  
PAISLEY,  
LANARKSHIRE  
& LONDON

**UWS is a university that dares to be different**

**Find out more about our exciting opportunity as UWS Chair of Court** >>>



# University of the West of Scotland

University of the West of Scotland is a large, modern, multi-campus University with its origins dating back to 1897. Our 5 campuses are across the west and southwest of Scotland and also in London.

In the 2017/18 academic year, UWS created a quantitative impact of **£816million Gross Value Added (GVA)** and **5800 jobs** in Scotland; and **£955million GVA** and **7200 jobs** in the UK. In addition, across Scotland, the University generated **£7 impact** for every **£1 income** received and supported almost 4 jobs for every person it employs.  
*(source: BIGGAR Economics report on socio-economic impact of UWS 2019)*

Further information about the University can be found at [www.uws.ac.uk](http://www.uws.ac.uk)

*The University has Charitable Status – charity number SC002520*

# The University Court

The Court is the governing body of the University and is led by the Chair of Court. Members are drawn from the external community, students and staff with a mixture of appointed and elected Governors reflecting a variety of different skills, experience and interests. The Court is responsible for ensuring the effective management of the University; planning the University's strategic direction and future development and advancing its mission. It must ensure appropriate arrangements for financial management are in place and ensure compliance with all relevant legal and regulatory obligations.

## **Higher Education in Scotland operates in a complex regulatory environment including:**

- the Higher Education Governance (Scotland) Act 2016
- the Scottish Code of Good HE Governance
- charity law
- Scottish Funding Council requirements
- a range of legislative requirements and duties including those relating to equality, health & safety and information governance

## **The Primary responsibilities of the Court are:**

- to protect the reputation and values of the University
- to ensure, in conjunction with the Senate, the quality of the institution's educational provision and adequate provision for the general welfare of students
- to approve and monitor the performance against the mission and strategic vision of the University, its strategic plan, key performance indicators (KPIs) and annual budgets, ensuring that they take into account the interests of students, staff and other stakeholders
- to appoint the Principal & Vice-Chancellor as the Chief Executive Officer of the University and put in place suitable arrangements for monitoring his/her performance
- to appoint the Secretary to the governing body
- to ensure the establishment and monitoring of systems of control and accountability, including financial and operational controls, risk management, and clear procedures for handling internal grievances and complaints



## The role of the Chair

The Chair of Court presides at meetings of the governing body and is responsible for the leadership and effectiveness of the governing body. The Chair acts in a way that maintains the trust and respect of the governing body and ensures the University is well connected with its stakeholders including staff and students. The Chair leads the governing body and promotes its effective operation, ensuring that its members work together effectively. The Chair contributes to collective decision making and acts in the interests of the University.

The Court is responsible for the appointment of the Principal and Vice-Chancellor. The Chair will act as line manager of the Principal and will normally lead the annual assessment of the performance of the Principal. There is also a range of key outcomes on which the Chair will be appraised annually by Court.

The following summary provides an overview of the responsibilities of the Chair. S/he will:

### Leadership, governance and oversight

- chair meetings of Court facilitating engagement and contribution by all members and promote the wellbeing and efficient operation of Court
- ensure that the Court conducts itself in accordance with the accepted standards of public life which embrace duty, selflessness, integrity, objectivity, accountability and stewardship, openness, honesty, leadership and respect
- ensure an appropriate balance of authority between the governing body and the Principal
- ensure that student members are given the necessary support to participate effectively
- be fully involved in the process for the recruitment of new members of Court and ensure that all new members of Court are inducted and fully briefed
- ensure that Court complies with its obligations as a charity in Scotland, and that proper mechanisms exist to ensure financial control and for the prevention of fraud
- ensure compliance with the Scottish Code of Good HE Governance and the Higher Education Governance (Scotland) Act 2016
- be fully involved in the process of the appointment of a new Principal and Vice-Chancellor should this be required
- be responsible for conducting an annual performance evaluation of the Principal and Vice-Chancellor
- ensure that the Court operates a procedure for the regular review of its own performance and effectiveness

### Effective working relationships

- maintain a constructive and challenging working relationship with the Principal and Vice-Chancellor and University Secretary
- host or attend staff, student or alumni events by invitation
- maintain an overview of the business of Court Committees in order to coordinate and monitor progress of Court business and to ensure that appropriate reports are made to Court
- meet with members of the Court on an individual and informal basis at least once annually to discuss their contribution, receive feedback and provide guidance if needed
- chair meetings of the Governance & Nominations Committee, and be involved in other committees as required
- engage with the Court process for the appointment of the University Chancellor and to support that officer in the conduct of their UWS duties
- support the Executive by joining the recruitment and selection panels for senior staff as required

### Supporting the external profile of the University

- ensure that the University is well connected, and responsive, to key stakeholder groups
- represent the Court and the University externally, including sector-wide activities and acting as an ambassador and positive spokesperson for the University
- participate as a member of relevant national groups representing the University such as the Committee of University Chairs (CUC) and the Committee of Scottish Chairs (CSC)
- host or attend a range of events at the University or externally and attend graduation and prizegiving ceremonies





## Person specification

Candidates invited to interview will need to evidence that they meet the following essential criteria:

### Leadership

- An exceptional and successful leader with a proven track record at a senior level within a large and complex organisation
- An authoritative yet collegial approach to leadership which will command the respect of other Court members, staff, students, members of the University Executive and the wider University community

### Personal attributes

- The energy, drive and commitment to lead the Court in its ambitious oversight and monitoring of the University's corporate strategy and the ability to dedicate sufficient time to fulfil this role
- A commitment to Higher Education and its role in transforming the lives of students in the west of Scotland and beyond (although candidates are welcome from sectors other than Higher Education)
- A deep understanding of the work of UWS, its role in transforming the lives of students, and a commitment to its values
- Excellent communication skills, both written and oral and an affinity and enthusiasm for public speaking
- Personal integrity and the ability to exercise independent judgement
- The ability to build connections, influence and persuade a range of internal and external stakeholders including staff and students
- A demonstrably strong commitment to equality, diversity and inclusivity

### Knowledge and experience

- Extensive experience of a wide range of corporate governance issues
- Experience and a proven ability to chair complex meetings effectively
- Extensive professional experience with significant executive level leadership accomplishments in a public, private or third sector organisation
- A proven ability to analyse complex strategic and financial proposals
- Experience of and a proven ability to manage and support organisational leaders at the highest levels
- A sufficiently comprehensive knowledge of the Scottish public and private sectors
- A proven ability to chair complex and lengthy meetings with the ability to encourage open dialogue of different points of view and ensure a consensus is achieved

*The person appointed will act in accordance with the Nine Principles of Public Life in Scotland which are the foundation for the governing body's behaviour and its decision-making processes.*

## Eligibility

Members of Court are charity trustees. Applicants must make sure before applying that they are not disqualified from serving as a charity trustee under the Charities and Trustee Investments Act (Scotland) 2005 as they will be asked to make a formal declaration of this if they are successful.

The Chair of Court must not have any unspent or pending criminal convictions that may have an impact on her/his ability to fulfil the requirements of the role. Applicants will be asked to declare any unspent or pending criminal convictions at the time of application so that the University can consider if it can effectively manage the risks associated with the conviction if the applicant were successful.

Applicants must declare any current or previous involvement in activities, organisations and/or financial affairs (including personal/professional bankruptcy proceedings) which may have had, or be deemed to have the potential to have, an adverse impact upon the University's reputation.

It is an essential requirement that the Chair is able to act independently. Current members of the University Court are eligible to be appointed as Chair but the role may not be held simultaneously with another role on Court. Current students or members of staff are not eligible to be the Chair. No former student or member of staff of the University shall be eligible to be appointed until a period of 4 years has elapsed from the date they ceased to be a student or member of staff.

The Chair may hold membership of a political party or organisation, but may not hold an elected political office during the term of appointment and may not hold a position with any other education institution.

The person appointed will be required to disclose their interests on a publicly available register of interests





## Terms of appointment

**Period of office** - the Chair will be appointed for a period of 3 years in the first instance following which they will be eligible for re-appointment for a second and final period of 3 years subject to the expectations of the Scottish Code of Good HE Governance and approval by the University Court.

**Appraisal of performance** - in line with the Scottish Code, the performance of the Chair will be appraised by the Court at least annually. This process will be led by the intermediary member of Court.

**Remuneration** - at the request of the person appointed to the position, the governing body has agreed to pay a non-pensionable remuneration at a level of £16,350 per annum.

**Expenses** - reasonable travel expenses for UWS business will also be met in line with the University's Travel Expenses Procedure. The provisions of this recognise the need to balance a number of factors including business needs, concern for the environment, public perception and prudent use of public funds.

**Time commitment** - there will be regular engagement with the Principal and Vice-Chancellor of the University, the Secretary to Court and members of the governing body across approximately 50 days each year but this may be more or less. Due to the nature of the responsibilities of the Chair and the need to build effective relationships with University colleagues, frequent attendance on campus will be required as part of the role. In addition to the 4 formal meetings of Court each year and supplementary strategic sessions, residential and stakeholder meetings, the Chair of Court chairs one or more sub-committees of the Court. Time will also be needed to prepare for meetings including attending agenda setting and briefing meetings. There is an expectation that the Chair will attend and participate in external meetings such as the Committee of Scottish Chairs; the Committee of University Chairs; and Universities Scotland/Universities UK (which may take place in Edinburgh or London) as well as events that may be hosted by the Scottish Funding Council or at the invitation of other universities. There may potentially be overseas trips from time to time although there is nothing currently planned.

Meetings and other events will be held at all campuses - Ayr, Dumfries, Lanarkshire, London and Paisley - with the majority usually taking place in Paisley.



## Appointment process

A vacancy will arise for the position of Chair of Court from 1 February 2020 and will be filled according to the provisions of the Higher Education Governance (Scotland) Act 2016. This will comprise a three stage process:-

- application
- interview
- election

Applicants will be considered from the existing membership of the Court and from external applicants.

We welcome applications from communities underrepresented in chair and non-executive roles. We vary the times and locations of meetings to support the attendance of members of Court with different work-related or caring responsibilities.

### How to Apply

Saxton Bampfylde Ltd is acting as an employment agency advisor to University of the West of Scotland on this appointment.

Candidates should apply for this role through the Saxton Bampfylde website at **[www.saxbam.com/appointments](http://www.saxbam.com/appointments)** using code **WAGANA**

Click on the **'apply'** button and follow the instructions to complete the Application Form and Equalities Monitoring Form\*. Please note that candidates are also required to submit a CV and covering letter.

The closing date for applications is **noon on 16th September 2019**.

We anticipate that shortlisted candidates will be invited to attend for interview on **1st or 2nd October 2019**.

In accordance with the Higher Education Governance (Scotland) Act 2016, the final stage of the appointment process following interview will be an election by students, staff and members of the University Court.

Candidates standing for election will be invited to attend Open Meetings to address students and staff/members of Court on **22nd October 2019**. The election will then take place from **23rd to 30th October 2019** (inclusive).

The candidate who receives the most votes in the 'first past the post' election will be declared the winner and will be appointed as UWS Chair of Court.

*\* The equal opportunities monitoring online form will not be shared with anyone involved in assessing your application. Please complete as part of the application process.*



# We are here for our students

**At UWS, we invest in our students' future. Our graduates go out into the world ready to succeed thanks to our industry-relevant courses, cutting-edge facilities and innovative approach to teaching.**

- Ranked in the top 3 universities in Scotland for teaching quality and in the top 5 for student experience and graduate prospects (The Times and Sunday Times Good University Guide 2019)
- Placed by Times Higher Education in the top 500 universities in their 2019 World University Rankings and in the top 150 in their Young University Rankings 2018
- Ranked number one university in the UK for Teacher Education (Guardian University Guide rankings for 2020)
- 95% of undergraduate students are in work or further study within 6 months of graduating (HESA destination of leavers in higher education 2016/17)
- 96.6% of postgraduate students are in work or further study within 6 months of graduating (HESA destination of leavers in higher education 2016/17)

We have a proud record in delivering work-ready graduates and developing effective partnerships with business, industry and the public and voluntary sectors.

We are delivering on our purpose to transform lives and communities through higher education. We equip our students with the skills and confidence to shape their futures, while ensuring that they have the best possible experience and outcomes. As one of Scotland's biggest modern universities with campuses in Paisley, Lanarkshire, Ayr and Dumfries, UWS is the local university for over 30% of the population of central Scotland. We also have a growing national and international reach: our 5th UK campus opened in London in September 2015.

Our student body is unique - many UWS students are the first in their families to go into higher education and we have a high level of mature students with caring and work responsibilities. Our diverse student population means we need to deliver learning in innovative, flexible, personalised and supportive ways. In our Corporate Strategy we set out an ambitious vision to deliver an outstanding teaching and learning environment which is paying dividends for our students.

We have invested in innovative student support services, personalised and flexible education delivery, and interactive technology-supported learning. Our new Lanarkshire Campus, for example, represents a radical departure from traditional university teaching. Its technology-rich, flexible break-out and study spaces encourage greater interaction and collaboration amongst students. They become active co-creators in their education - enhancing their success in learning.

Across the campuses we provide a wealth of academic and enterprise opportunities, including impressive facilities such as Scotland's highest-specification environmental chamber.

## Widening participation

We are incredibly proud to be leading the way in ensuring that more people from disadvantaged backgrounds go to university in Scotland.

Embedded within our Corporate Strategy is a clear commitment to the support, retention, and success of students from the most disadvantaged backgrounds.

As a result of our dedication to widening access to higher education and closing the attainment gap, we are delivering on our purpose to change lives and transform communities through outstanding, distinctive and progressive higher education while also helping to meet the Scottish Government's target for widening access.

- Recently published Scottish Funding Council data for 2017/18 shows that almost a quarter of all SIMD20 students in Scotland were studying at UWS (Scottish Index of Multiple Deprivation SIMD - a statistical tool using postcodes to determine levels of deprivation)
- In addition, during 2017/18, 29.5% of Scottish domiciled full-time first-degree entrants to our University were from SIMD20 areas and 50.3% were from SIMD40 areas





# Pioneering research & enterprise

We have established ourselves as a force for good through our internationally relevant research which is making a real difference across the globe.

Our ground-breaking research in areas including eye-care, drone technology, artificial intelligence, thin films and sensors, 5G networking, arthritis and dementia care is driving innovative technology developments and shaping society. These endeavours inform our teaching, meaning our students' learning is shaped by those working at the very forefront of their profession.

In 2019 UWS was recognised as one of the UK's top 10 Knowledge Transfer Partnership (KTP) providers, at eighth place for Higher Education institutions across the country.

This success follows a period of tremendous growth for UWS KTP offerings - our KTP portfolio has increased by 300% in the past 12 months, placing UWS as the fastest growing provider of these partnerships in Scotland. The University currently boasts 20 KTPs with a value amounting to £4.1million.

In a Scottish Higher Education first, the University has established its own KTP Centre to ensure business partners, KTP Associates and UWS staff have exclusive access to an in-house specialist team to support their KTP activities.

## 100% of 2014 REF

(Research Excellence Framework) submissions were ranked as having international or world-leading status in terms of their originality, significance and rigour

# A global outlook

UWS has a global outlook and enjoys successful partnerships with educational institutions and businesses around the world. This gives our students access to a wealth of international opportunities, from studying abroad with one of our 200 partner institutions to gaining work experience with an international organisation.

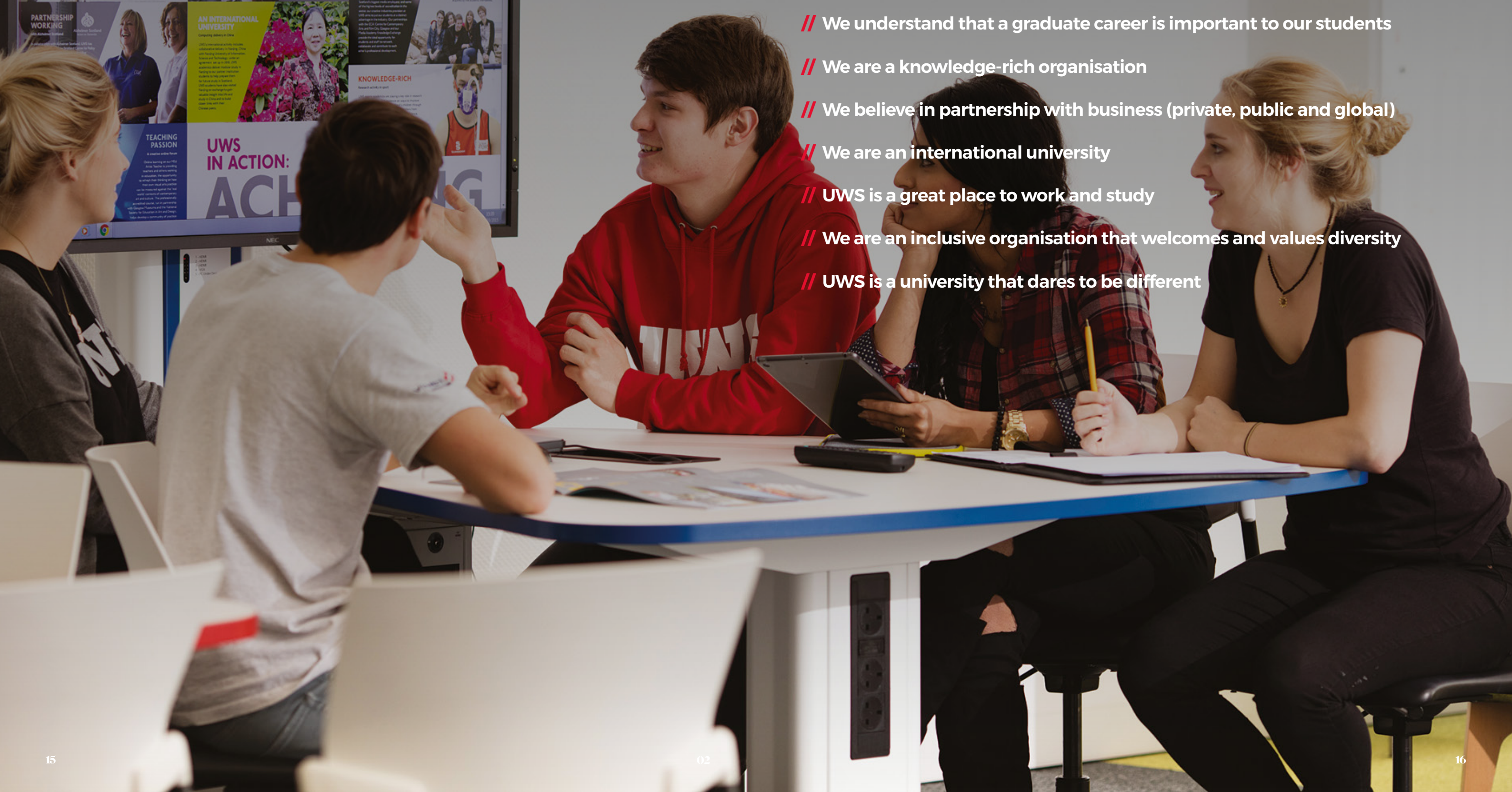
- 25 Transnational Education partners (in locations including Singapore, Hong Kong, Malaysia, Russia, India and Sri Lanka)
- 140 European partners (including universities in Ireland, Germany, France, Finland, Spain, Italy and Cyprus)
- 30 partners in China
- Scotland's first official training partner for China following accreditation from China's State Administration for Foreign Expert Affairs (SAFEA)



# UWS Truths

At UWS we adhere to a set of truths in all that we do:

- // We are here for our students
- // Our teaching is our passion, and it reaches to the future
- // We understand that a graduate career is important to our students
- // We are a knowledge-rich organisation
- // We believe in partnership with business (private, public and global)
- // We are an international university
- // UWS is a great place to work and study
- // We are an inclusive organisation that welcomes and values diversity
- // UWS is a university that dares to be different







**At UWS, we believe in our students' future.**

**We have a proud record in delivering work-ready graduates and developing effective partnerships with business, industry and the public and voluntary sectors.**

**With our cutting-edge courses, practical knowledge, and intelligent teaching, we help our students get ahead.**

**Through our innovative learning partnership we invest in people's potential to shape their future. Built on uniting students, professionals, industry and our communities, this partnership stretches from the West of Scotland around the world.**

**We believe in the transformative power of active learning and engagement. We treat our students as individuals, partners and potential leaders in their fields and professions, providing them with the globally relevant knowledge, skills and confidence to think critically and to challenge received wisdom.**

**DREAMING, BELIEVING, ACHIEVING  
a 21st century University.**

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**Campuses in  
Ayr, Dumfries, Lanarkshire,  
London & Paisley**

**[uws.ac.uk](http://uws.ac.uk)**

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