



University of
St Andrews

Senior Lay Member of Court



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'Ever to Excel'



INTRODUCTION

The University

Founded in the 15th century, St Andrews is Scotland's first university and the third oldest in the English-speaking world. Teaching began in the community of St Andrews in 1410 and the University was formally constituted by the issue of a Papal Bull in 1413. The University is now one of Europe's most research-intensive seats of learning, with over a quarter of its turnover coming from research grants and contracts. It is one of the top-rated universities globally for research, teaching quality and student satisfaction and is consistently ranked among the UK's top five in leading independent league tables.

Its international reputation and a principled focus on quality make St Andrews one of the most sought-after destinations for prospective students from the UK, Europe and overseas, receiving on average some 12 applications for every place. It is also Scotland's most international university, with around one-half of the student body coming from overseas.

The mission of the University of St Andrews is to achieve the highest international standards of excellence in scholarship, manifested in the quality of its research and graduates. The University's fundamental goal is to attract and nurture the best staff and the most promising students from across the world and produce an environment in which they can produce their best work for maximum societal benefit. The University aims to be a beacon for diversity and social responsibility, and to pursue the most effective ways to make St Andrews education accessible to all who may benefit from it.

The University's new Strategy for 2018-2023 was launched in October 2018. With a strong statement of commitment to social responsibility at its heart, the Strategy sets tone, establishes values, and provides a direction of travel for the University, setting out how the University will act on its core qualities and key ambitions to grow in size, scale, and impact and consolidate its strengths. The Strategy expresses the University's ambitions across four distinct but equally important themes: World-leading St Andrews, Diverse St Andrews, Global St Andrews, and Entrepreneurial St Andrews.

Read more on the [University's 2018-2023 Strategic Plan](#).





THE ROLE

The Court

The University Court is the senior governing body of the University and incorporates representative members of staff, students, and alumni, along with Non-executive external members. Court is responsible for overseeing the University's operations and future direction and has committees covering areas such as planning and resources, remuneration and human resources, audit and risk, governance, health and safety, and academic assurance.

The Chief Executive Officer of the University is its Principal and Vice-Chancellor (Professor Sally Mapstone). Members of the senior management are responsible for the development of strategy and running of the organisation and liaise with Non-executives through committees and informally. The Senior Lay Member plays a leading role in the governance of the University, with specific responsibilities under statute for the leadership and effectiveness of Court and ensuring an appropriate balance of authority between Court and the senior management. The Court holds the senior management to account but equally importantly is involved in the life and wider culture of the University.

Applicants should be familiar with the demands of board-level governance and trusteeship, and have a keen interest in, and awareness of, the Higher Education sector. Commercial, procurement, financial investment, and project management experience are particularly desirable skills.

The Senior Lay Member is elected to serve for a period of 4 years from the date of their appointment. The postholder is eligible to claim remuneration equivalent to the Scottish Government's minimum daily fee framework for Band 1 Chairs of Public Bodies (£327 in 2019/20) for a maximum of 50 days per annum, plus reasonable travel, accommodation and subsistence expenses in line with University policies.

Code of Conduct

Members of Court must have a strong commitment to higher education and have empathy with the values, aims and objectives of the University of St Andrews. Individual members and the Court collectively should at all times conduct themselves in accordance with accepted high standards of behaviour in public life. To this end, Court has agreed a Code of Conduct, which states that all members of Court:

- Must make all reasonable efforts to attend every meeting of Court.
- Have a duty to read the papers to be considered by Court (normally circulated to members a week prior to each meeting).
- Must ensure that their views relevant to an item under discussion are heard by Court, always bearing in mind the best interests of the University.
- Must participate in ensuring that Court discussions are held and decisions taken in an honest, open and objective manner and that the taking of sectional positions is avoided.
- Must bring the same qualities of honesty, openness and objectivity to any work they have agreed to undertake on Committees of the University or on working parties established by the Court.

Court members are charity trustees of the University, and expectations of this aspect of the role are set out in the Office of the Scottish Charity Regulator's document 'Guidance for Charity Trustees' (www.oscr.org.uk). In broad terms, trustees are expected to act in the interests of the charity, ensure that it operates in a manner consistent with its purpose and act with due care and diligence in guardianship of the charity's assets.

Eligibility

As a member of Court, the Senior Lay Member is a Trustee of the University in its capacity as a charity and each candidate will, therefore, be required to confirm that s/he is not disqualified from serving as a Trustee under the Charities and Trustee Investments Act (Scotland) 2005.

The role of Senior Lay Member requires a significant time commitment (up to 50 days per annum). Applicants will be required to demonstrate that they have the capacity to fulfil this commitment. In addition, applicants must disclose significant other commitments (including non-executive positions and/or personal business interests), with an indication of the time involved in each.

The majority of the time commitment expected of the Senior Lay Member comprises attendance at meetings at the University of St Andrews. In particular, the Senior Lay Member will be expected to attend meetings of the University Court (minimum of four meetings per year) and the Governance & Nominations Committee (minimum of three meetings per year). Meetings of the Court are currently scheduled in Session 2020/21 to take place as follows:

17 January 2020

3 April 2020

12 June 2020

15/16 September 2020 (Away Day)

23 October 2020

22 January 2021

14 April 2021

11 June 2021

In addition, the Senior Lay Member may from time to time, in fulfilment of wider Higher Education sector responsibilities, be required to attend meetings across Scotland, in London and elsewhere as necessary. In particular, the Senior Lay Member will be expected to attend meetings of the Committee of University Chairs and the Committee of Scottish Chairs.

Current Lay Members of the University Court are eligible to be appointed as Senior Lay Member but the role may not be held simultaneously with another role on Court. Former Lay Members of Court are eligible to be appointed as Senior Lay Member unless the appointment would result in their cumulative period of service on Court exceeding the expressed limit on Court membership. Matriculated students and staff of the University are not eligible to be appointed nor is any individual who is actively involved in any other Higher Education institution.

Equality and Diversity

The University of St Andrews is fully committed to respect and fair treatment for everyone, eliminating discrimination and actively promoting equality of opportunity and delivering fairness to all. The University aims to ensure that equality is embedded in all its functions, operations and activities. Women, BAME, and LGBT+ people are currently under-represented on Court, and expressions of interest from these groups are particularly welcome.





RESPONSIBILITIES

The Senior Lay Member plays a leading role in the governance of the University, with specific responsibilities for the leadership and effectiveness of Court and ensuring an appropriate balance of authority between Court and senior management.

The Senior Lay Member shall:

- Ensure that the Court fulfils its objectives in a proper and effective manner, in particular by:
 - Promoting cohesion and team spirit among all members of Court, whilst fostering independence of thought and free expression of concerns for the University or ideas for promoting its wellbeing.
 - Monitoring the performance of the Court (individually and corporately) and its Committees and ensuring that the Court generally upholds standards of governance.
- Preside over meetings of the Court in the absence, or at the request of, the Rector; and chair those items of business concerned with strategy, resources, accountability, and performance review. Prior to each Court meeting, the Senior Lay Member will review with the Principal, Deputy Chair, and the Rector the business agenda for that meeting.
- Review annually the performance of the Principal in accordance with agreed criteria; and monitor compliance with the Principal's terms and conditions of employment.
- Serve as a member of the Planning & Resources Committee, the Governance & Nominations Committee, and the Remuneration Committee, and convene such committees as the Governance & Nominations Committee may determine. If applicable, be a member of any committee charged with the appointment of a Principal. (The Senior Lay Member shall not be a member of the Audit & Risk Committee).
- Receive the agenda papers for meetings of all University committees and have the right of attendance at such meetings.

- Represent the University on the Committee of University Chairs (CUC), the Committee of Scottish Chairs (Higher Education Institutions), and on such other national bodies requiring a lay representative of the University as the Court's Governance & Nominations Committee might determine.
- Represent the University Court to the Scottish Funding Council, as required.
- Act as a confidant(e) of the Principal and / or the Rector in any matter relating to the wellbeing of the University; and interact as appropriate between all members and officers of Court.

PERSON SPECIFICATION

Personal attributes and qualities

- Demonstrable authority, sound judgment, and a calm, measured approach to the duties and responsibilities of office.
- The ability to command the confidence of all constituents on Court.
- Clear commitment to engaging with students and staff.
- Integrity, independence of thought, and critical objectivity.
- Tact, diplomacy, and sensitivity: the ability to challenge constructively and address and resolve conflicting views in an appropriate, fair manner.
- A deeply-held personal commitment to the essential importance of the core aims and aspirations of higher education and the mission and values of the University of St Andrews.
- Ability to network, influence, and advocate, and to establish good relationships with the diverse and wide-ranging groups, individuals, and organisations that constitute the University's stakeholders.
- Demonstrable commitment to equality and diversity.

Experience and knowledge

Essential

- Extensive experience of strategic leadership and governance within a large, complex organisation similar or greater in scale than the University of St Andrews.
- Relevant professional expertise in matters relevant to the successful operations of such an organisation, in particular financial and commercial acumen, human resources, risk management, strategic and financial planning, and organisational change.
- Proven non-executive, cross sector chairing experience acquired from high-level strategic board and committee meetings.
- Ability to engage with and command the confidence of different internal and external stakeholder groups.

Desirable

- Experience of Research Councils, relevant charities or public / government organisations.
- Knowledge of philanthropic fundraising.
- Knowledge of the international environment – particularly in relation to higher education.
- Experience of working with the higher education sector, especially with internationally recognised research-intensive universities.



HOW TO APPLY

Saxton Bampfylde Ltd is acting as an employment agency advisor to University of St Andrews on this appointment.

Candidates should apply for this role through our website at www.saxbam.com/appointments, using code **RAOE**.

Click on the 'apply' button and follow the instructions to upload a CV and cover letter.

The closing date for applications is noon on **Monday 30 September**.

The appointment process, which conforms to the requirements of the Higher Education (Governance) Scotland Act 2016, comprises 3 stages:

1. **Application**
2. **Interview**
3. **Election by staff and students**

We anticipate that shortlisted candidates will be invited to attend for interview in the **week commencing /21 October 2019**.

The election stage of the appointment process will take place from 22 November 2019 to 29 November 2019 (campaigning week commencing 22 November, voting 28-29 November).

The results of the election will be announced on 29 November.

The Senior Lay member will be expected to take up appointment by July 2020.

GDPR personal data notice

According to GDPR guidelines, we are only able to process your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, genetic data, biometric data, health, sex life, or sexual orientation) with your express consent. You will be asked to complete a consent form when you apply and please do not include any Sensitive Personal Data within your CV (although this can be included in your covering letter if you wish to do so), remembering also not to include contact details for referees without their prior agreement.



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