

Appointment of Chair of the Board of Governors

THE TIMES
THE SUNDAY TIMES
**GOOD
UNIVERSITY
GUIDE
2019**

**MODERN
UNIVERSITY
OF THE YEAR**



**CREATIVE
ARTS
BUSINESS
TECHNOLOGY**

www.uca.ac.uk

TEF Gold

UCA University
for the
Creative Arts

Modern University of the Year 2019

(Times/Sunday Times Good University Guide 2019)

No.1 Specialist University for the Creative Industries in all three major UK league tables

(Times/Sunday Times / Complete University Guide / Guardian University Guide)

Top 15 of all UK universities

(13th in Guardian University Guide 2020)

Top 10 in the world for studying Fashion

(Business of Fashion 2019)

No.1 Specialist Creative University for Employment of Graduates

(DLHE Survey 2018)

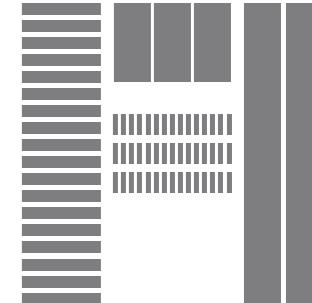
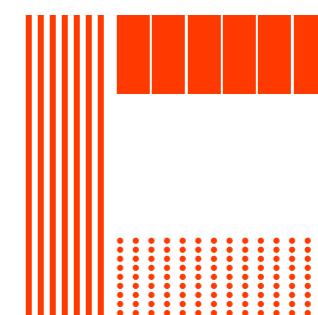
96.9% graduate employment within six months

(DLHE Survey 2018)

Awarded TEF Gold for Teaching Quality 2019

University
for the
Creative Arts

Canterbury
Epsom
Farnham
Rochester



Appointment of **Chair of the Board of Governors**

Dear Applicant,

I am delighted that you have expressed an interest in the role of Chair of the Board of Governors at UCA. Our vision is to be recognised as a global authority on creative arts, creative technologies and business for the creative industries, providing the skills and talents required by the creative arts and industries in the 21st Century. The University has been on a developmental trajectory over a number of years that has seen significant improvements in quality and reputation, culminating in our ranking as the leading creative specialist university in all three major UK league tables, with the 2020 Guardian University Guide positioning us 13th out of all UK universities.

UCA's Board is committed and collegial, with members reflecting a broad range of experience and background. As our new Chair, the successful candidate will bring strategic oversight, harnessing this expertise to ensure that a range of views are brought to bear on issues under discussion. They will also play an important external role as an ambassador for the University and the sector, using their personal influence and networks to promote UCA's profile, together with those of creative education and industries. Whilst they might come from any sector and background, they will be able to offer experience in chairing and will have operated at a senior level. The successful candidate will have a strong personal commitment to higher education and its transformational possibilities, as well as to the values, aims and objectives of the University, fully appreciative of the role education and creativity can play in driving economic success and supporting social wellbeing.

If you are entrepreneurial, commercial and international in outlook with the personal presence to chair a committed Board effectively and represent the University and sector with flair and imagination, then I hope you will apply for the role.

Pauline Waterhouse OBE

Deputy Chair of the Board of Governors

Falkner Road
Farnham, Surrey
GU9 7DS
United Kingdom



CREATIVE ARTS BUSINESS TECHNOLOGY

Background to the University for the Creative Arts

UCA is a specialist creative arts university in the South East of England with campuses in Canterbury, Epsom, Farnham and Rochester, providing a broad range of undergraduate, postgraduate and further education creative arts and business courses from seven schools: Architecture; Business School for the Creative Industries; Crafts & Design; Fashion; Film, Media & Performing Arts; Fine Art, Photography & Visual Communication; and Further Education. We also teach courses at Maidstone Television Studios and the Royal School of Needlework in Hampton Court Palace, and have a portfolio of trans-national education partnerships with overseas providers, together with part-time and distance-learning courses delivered through our subsidiary Open College of the Arts (OCA).

We have just over 5,600 students, of which 17% are studying on further education courses, together with the full-time equivalent of 489 students studying through OCA.

UCA is the top creative specialist university in all three major domestic league tables: 13th amongst all UK universities in the Guardian University Guide, 33rd in The Times and The Sunday Times Good University Guide, and 48th in the Complete University Guide. In September 2018 it was named Modern University of the Year by The Sunday Times, and this was followed in June 2019 by the award of Gold in the Teaching Excellence and Student Outcomes Framework (TEF) by the Office for Students (OfS).

The University is a higher education corporation and exempt charity. Its 22-strong Board of Governors is comprised of 16 external appointees, the Vice-Chancellor (Chief Executive), three other members of staff and two student representatives nominated by the Students' Union. The Board has four sub-committees: Audit & Risk Committee, Employment & Finance Committee, Nominations Committee and Remuneration Committee.

In common with other universities, UCA is operating within an increasingly challenging market, both in terms of sector competition for the recruitment of students, and the fall in the number of young people in the UK, which is not due to reverse until 2022. Student recruitment and retention therefore continues to be a priority. The funding environment in the last six years has become more uncertain for all universities: the changes in the higher education funding regime that took place in 2012/13, when relatively predictable levels of government-funded grants were replaced by student tuition fees, have had an effect on patterns of recruitment across the sector, and competition has intensified. The sector is also responding to recent changes in the external policy environment: a new regulatory regime introduced by the Higher Education and Research Act 2017 and overseen by the OfS took full effect on 1 August 2019, and we wait to see whether any change in government policy is forthcoming given the recommendations of the Augar review of post-18 education and funding.

Organisational Structure

The UCA Leadership Team comprises the Vice-Chancellor, Deputy Vice-Chancellor (Corporate Resources), Pro Vice-Chancellor (Portfolio Development & Global Engagement), University Secretary, Director of Human Resources and two Assistant Vice-Chancellors.

The Vice-Chancellor, Professor Bashir Makhoul, took up his position on 5 June 2017.

Each School is led by a Head of School all of whom currently report to the Vice-Chancellor pending the recruitment of a Deputy Vice-Chancellor who will lead the academic provision of the University. Two of the Heads of School are also Assistant Vice-Chancellors, and four are Heads of Campus. The administration consists of the following functional directorates, all of which are headed by a Director reporting to the Deputy Vice-Chancellor (Corporate Resources), the Pro Vice-Chancellor (Portfolio Development & Global Engagement), or the University Secretary: Academic Services; Estates & Facilities; Finance; Human Resources; IT Services; Marketing, Student Recruitment & Engagement; Strategic Planning; and Quality Assurance & Enhancement.

The ceremonial position of Chancellor is held by internationally-renowned ceramicist and UCA alumna Professor Dame Magdalene Odundo DBE. This role was previously undertaken by another alumna of the University, Dame Zandra Rhodes DBE RDI, who is now Chancellor Emerita.

The Chair of the Board of Governors also holds the ceremonial title of Pro-Chancellor and may on occasion officiate at graduation ceremonies in this capacity, if the Chancellor is unable to do so.

Finances

Our Financial Strategy continues to aim for a resilient financial position that supports the University's core activities, and which assists strategic development. The strategy focuses on increasing income and maximising efficiency to achieve and exceed a net cash inflow from operating activities of 8.0% in future years. The Strategy targets annual capital investment of at least 2.5% of the Reinstatement Value of the estate.

The following priorities are key:

- Increasing overseas recruitment;
- Maximising income, especially from student fees and collaborative partnerships;
- Effective control of costs;
- Optimising space to improve utilisation and asset income;
- Identifying and exploiting sponsorship opportunities;
- Building on value for money initiatives, to capture the efficient, effective and economic use of all resources.

In 2018/19, the University saw a small deficit of £257k at year end. Total income increased by £3.7m, an increase of 6%, which could be attributed in the main to increased numbers of overseas students. However, total expenditure increased by £3.5m, an increase of 6%. The increase in expenditure was predominantly in staff costs (up by £2.1m), which included restructuring costs, the annual pay award and incremental pay increases. Financial reporting standard non-cash pension accounting adjustments accounted for 'current and past service costs' of £2.7m and £735k interest costs during the year. The deficit of £257k, after accounting for these pension adjustments, was achieved through tight cost control supported by Value for Money initiatives. The financial forecasts 2018/19 to 2020/24 have just been prepared and show an increase in surpluses year-on-year for the foreseeable future.

The University's Strategy

In July 2018, the Board of Governors approved a new Strategic Plan. The thrust of the new Plan is to advance the international presence and influence of the University, ensure its financial sustainability and resilience, and enhance its educational offer. It is underpinned by the University's values and supported by a number of sub-strategies: Academic, Research, People, Stakeholder Engagement, IT, and Estates Development.

Current Developments

Our Business School for the Creative Industries, the first of its kind in the UK, has successfully completed its first year of operation. The School has been established to articulate and support the needs of the creative industries in terms of business professionals, and following the arrival of a new Director in May 2019 has begun a strategic development review to articulate a full plan for its growth and implementation over the next 3 to 5 years.

UCA has partnered with the Holmes Education Group to jointly establish UCA International College (UCAIC) which is based at the Epsom campus. UCAIC offers a Stage 0 course which offers progression into most UCA undergraduate and postgraduate taught courses. The courses have been approved by the University and offer students the opportunity to develop their understanding of art and design or business, and to develop their English for Academic Purposes in advance of their choice of undergraduate or postgraduate course. The first intake of students arrived in September 2019, and in advance of this UCA and UCAIC worked together to implement an operational model to welcome the students and ensure that the courses support the broad strategic growth objectives of the University.

In 2018/19 the University saw an overall increase in student numbers. This was due to significant growth in overseas numbers, especially at postgraduate level, as a result of increased investment, targeted strategic recruitment and new collaborative arrangements, especially within China. Overseas numbers have now increased for the sixth year in succession, rising by over 148% since 2013/14. Recruitment to undergraduate and postgraduate programmes has risen by 50% in the last year. Postgraduate recruitment



alone has almost doubled in one year (+94%). The Home/EU undergraduate market remains competitive and recruitment has slipped by just -0.7%. Postgraduate numbers at Home/EU level have increased once again on the previous year and more than doubled in the last six years, but this remains a challenging market, with recruitment levels still relatively low. There was a decrease in recruitment at pre-degree/further education level continuing the downward trend over the last six years; this included a sharp decrease in Home/EU numbers, largely due to falling demographics. In response to these trends, student recruitment and retention continues to be a priority. Further demand-orientated portfolio development has also increased the breadth of postgraduate provision in the Business School for the Creative Industries and design-related subjects (Interiors, Graphics and Fashion) and together with the establishment of new collaborative overseas partners has resulted in increased recruitment across all these portfolio areas. A drive to increase FE recruitment has led to the introduction of several Extended Diploma programmes to meet increasing local demand at ages 16-19. We expect to see these initiatives bear fruit in the 2019/20 and 2020/21 recruitment cycles.

There has been a significant increase in Research Degree applications, and 15 new students are due to start their studies in September 2019. Intensive preparations are now under way for UCA's application for our own Research Degree Awarding Powers. 2018/19 has also seen the recruitment of seven Professorial Fellows, bringing in to UCA highly experienced staff with excellent research achievements who can support and stimulate the research culture in each school as we prepare for the 2021 Research Excellence Framework.

The National Student Survey (NSS) of Year 3, a measure of the overall satisfaction of our undergraduate student body with the quality of their time at UCA, maintained at the level achieved in 2017/18 at 83%.

Major estate developments which have taken place during 2018/19 are as follows:

Canterbury Campus: - Means of Escape upgrades - £0.20m

Epsom Campus: - Kitchen flooring and ventilation upgrades - £0.13m
- Courtyard Improvements - £0.40m
- Provision of Non-Gender Specific WC's – £0.15m

Farnham Campus: - Completion of new Film & Media Centre including Conference Facilities - £5.30m
- New Kiln and Ceramics Room - £0.42m
- New Jewellery Workshop including Gemmology and Hammer Room - £0.65m
- Completion of design for Courtyard improvements and implementation of lifts to improve accessibility - £0.13m
- Provision of new staff accommodation - £1.50m
- Provision of new infrastructure (electricity, gas and water) supplies to meet growing demand - £0.50m

Rochester Campus: - Provision of a new Hair & Makeup Salon - £0.38m

In addition to new build and refurbishment projects the University has completed works on boiler and lift replacements at Farnham and Epsom during the summer of 2019. Student residences at Rochester, Canterbury and Farnham will also continue with their refurbishment and modernisation programmes. In addition, works are ongoing by external developers to provide 99 new bedrooms at Bradford House, Epsom by August 2020.

Looking forward, the two main estates projects for 2019/20 and beyond will be focusing on:

Epsom Campus: - a new building to accommodate the Business School for the Creative Industries.

Farnham Campus: - the provision of 252 new student residences and improvement to the central courtyard for new student support.



Role specification

1. Leadership

- a) The Chair is responsible for the leadership of the Governing Body. As Chair of its meetings, he/she is responsible for ensuring that the necessary business of the Governing Body is carried on efficiently, effectively, and in a manner appropriate for the proper conduct of public business.
- b) The Chair should ensure, through a good working relationship with the Clerk, the Chairs of the Committees of the Governing Body and the Vice-Chancellor, that Committee business is carried on in a proper manner, efficiently and effectively, and that regular and satisfactory reports are presented to the Governing Body.
- c) The Chair should ensure that the Governing Body acts in accordance with the instruments of governance of the University and with the University's internal rules and regulations, and should seek advice from the Clerk in any case of uncertainty.
- d) The Chair should ensure that the Governing Body 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 Governing Body approves and operates a procedure for regularly reviewing its effectiveness.
- f) The Chair will be formally and informally involved in the process for the recruitment of new members of the Governing Body, 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 the Clerk and will make recommendations to the Remuneration Committee accordingly.

2. Standards

- a) The Chair is responsible for ensuring that the Governing Body conducts itself in accordance with accepted standards of behaviour in public life, embracing selflessness, integrity, objectivity, accountability, openness, honesty and leadership.
- b) Since the University is a Charity, the Chair shall be responsible for ensuring that the Governing Body 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 that proper mechanisms exist to ensure financial control and for the prevention of fraud.

3. The Business of the University

- a) The Chair is responsible for ensuring that the Governing Body 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 Governing Body has approved.
- b) The Chair should endeavour to establish a constructive and supportive working relationship with the Vice Chancellor that provides appropriate scrutiny, recognising the proper separation between governance and executive management, and avoiding involvement in the day-to-day executive management of the University.
- c) The Chair of the Board is also Chair of Nominations Committee and a member of Remuneration Committee.
- d) The Chair will act as a formal signatory on behalf of the University to approve contracts, deeds and other official documents, such as the Financial Statements.

4. The External Role

a) The Chair will represent the Governing Body and the University externally and will be a member of the Committee of University Chairs (CUC).

b) The Chair may be asked to use personal influence and networking skills on behalf of the University.

c) The Chair will be asked to play a major role in liaising between key stakeholders and the University, and in fund-raising. This role in particular should 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 personal 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 he/she is Chair or a member, or give timely apologies if absence is unavoidable.

d) The Chair will make him/herself available to attend induction/training events organised by the University or other appropriate bodies such as Advance HE.

e) The likely overall time commitment required of the Chair for the effective conduct of the duties of the post is approximately 25 days a year.

f) The office of Chair is not remunerated, but the Chair is encouraged to reclaim all travelling and similar expenses incurred in the course of University business, via the Clerk. Directors and Officers Liability Insurance is in place.

Person Specification

Essential:

- Experience of leadership and management at senior executive level in a large organisation within the private or public sector
- Experience of chairing meetings at Board level or equivalent
- A commitment to and understanding of further and higher education and the role of the creative industries

Desirable:

- Experience gained in an area of direct relevance to the University's activities
- Relevant international experience

- Experience of non-executive directorships and an understanding of not-for-profit/charitable sector objectives
- Knowledge and understanding of the creative arts

Skills & Abilities

Essential:

- A full grasp of the principles and practices of financial management
- Excellent interpersonal and ambassadorial skills
- Ability to communicate effectively, privately and publicly
- Networking, influencing and advocacy skills
- Ability to establish good working relationships with a diverse range of people (e.g. staff, students, Board members)

Desirable:

- Fundraising

Personal Qualities

Essential:

- Strong commitment to the University's vision and mission
- Diplomacy and sensitivity
- Sound judgement

Desirable

- Relevant networks and connections

Time Commitment

The overall time commitment is estimated at approximately 25 days a year. Included in this is time to prepare for and attend 4 Board meetings in October, November, March and July. There is also an annual residential away day for the Board which extends over 1.5 days at the end of March. The Chair of the Board chairs Nominations Committee, which normally meets twice a year, and is a member of Remuneration Committee, which also meets twice. The Chair may also attend the Employment & Finance Committee which meets 4 times a year.

Other time commitments include meetings with the Vice-Chancellor and the Clerk and regular communication with the Chairs of Audit & Risk and Employment & Finance Committees. Attendance at some University events, such as exhibitions, openings and graduation ceremonies is also appreciated.





UCA Board of Governors

Independent Members

Pauline Waterhouse OBE
(Deputy Chair)

Patrick Bradley
Dr Emma Buckley
Professor Marie Conte-Helm OBE
Chris Lawrence

Johnny Luk
Kate McGavin
Alan Newton
Christopher Rachlin
Andrew Ramsay
Sarah Reardon

Co-opted Members

Patricia Ambrose
David Edwards
Dr Stephen Hampson
Serge Vidal

Co-opted Staff Members

Lesley Adams
Tim Savage

Academic Board Nominee

Professor Terry Perk

Vice-Chancellor

Professor Bashir Makhoul

Student Members

Amy Kemp-Jones
Callum Mitchell

How to apply

Saxton Bampfylde Ltd is acting as an employment agency advisor to the University for the Creative Arts on this appointment.

Candidates should apply for this role through our website at www.saxbam.com/appointments using code KAUCE. Click on the 'apply' button and follow the instructions to upload a CV and cover letter, and complete the online equal opportunities monitoring* form.

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.

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.

Timescale for application

The closing date for applications is noon on 30th January 2020.



Our campuses





CREATIVE
ARTS
BUSINESS
TECHNOLOGY

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