



University
of Glasgow

**EXECUTIVE DIRECTOR OF FINANCE
APPOINTMENT BRIEF**

JUNE 2020

WELCOME TO THE UNIVERSITY OF GLASGOW

Dear Applicant,

Welcome to the University of Glasgow – a world-changing institution which has been building its reputation since 1451.

We are delighted that you are considering applying for the post of Executive Director of Finance. The role offers the chance to make a vital contribution as a part of the senior management. This involves an expansion in the University's student numbers and research power, together with an ambitious programme of new build and refurbishment work.

The University of Glasgow is the fourth oldest university in Scotland, England, Wales and Ireland after Oxford, Cambridge and St Andrews. We have over 29,000 students, 9,000 members of staff and a turnover of nearly £700m. A member of the Russell Group of research-intensive universities, we have maintained a top-100 position in both the main world university rankings. Glasgow is committed to maintaining the very best research, an outstanding teaching and learning experience and unrivalled links with business and the public sector.

Based in a cosmopolitan and vibrant city, we offer a flexible and supportive learning environment, and we are proud of our reputation for providing an excellent student experience. At the same time, with a strong financial and organisational platform for development, we are committed to enhancing our position as one of the world's great, broad-based, research-intensive universities, and to that end we have set ambitious targets for research, postgraduate programmes and internationalisation.

The post of Executive Director of Finance is central to the University's continued growth and success. As a senior manager and leader of the finance team, you will help to shape the University's strategy and ensure that we thrive in a highly competitive and increasingly international market. The role requires the highest calibre of individual – someone who exhibits outstanding professional acumen, highly developed leadership skills and the ability to inspire others.

We look forward to hearing more about you and would encourage you to outline the qualities and attributes that you could bring to this leadership position and the University. We hope that you will explore this opportunity further and join us on this exciting journey.

Sir Anton Muscatelli

Principal and Vice Chancellor

David Duncan

Chief Operating Officer and University Secretary

KEY FACTS

Founded in 1451, the University of Glasgow is the fourth oldest university in the English-speaking world. We are one of the top 100 of the world's universities.

The University of Glasgow

- is ranked 67th in the world in the QS World University Rankings 2020
- is in the top 100 in the world: Times Higher World University Rankings 2020
- welcomes students from more than 140 countries worldwide
- has around 29,000 undergraduate and postgraduate students
- has a global community of over 219,000 alumni
- is a major employer in the city of Glasgow with more than 9,000 staff, including more than 3,400 research and teaching staff
- is undertaking a £1 billion estate investment to expand campus research & teaching facilities
- has annual research income of more than £179m
- is a member of the prestigious Russell Group of leading UK research universities
- is a founding member of Universitas 21, an international grouping of universities dedicated to setting worldwide standards for higher education
- is a founding member of The Guild of European Research-Intensive Universities
- has strategic partnerships with the Universities of Columbia, Hong Kong, McGill and Sydney
- has 420 study abroad and exchange partners
- is home to The Hunterian Museum and Art Gallery, one of the leading university museums in the world
- has unique partnerships with the Singapore Institute of Technology, Nankai University and the University of Electronic Science & Technology of China meaning that we continue to extend our global footprint through innovative transnational education
- includes among its alumni, the father of economics Adam Smith, Scotland's architect of devolution Donald Dewar and renowned physicist and engineer Lord Kelvin.



INSPIRING PEOPLE - CHANGING THE WORLD

Our University is one of the world's greatest research-intensive universities. Over the last few years we have made great strides in our performance against the KPIs set out in our strategic plan including: research, student experience, internationalisation, staff satisfaction, financial health and efficiency of the estate.

Our financially strong position means that we have created the exciting opportunity to further invest in our estate. This will enable us to embed new technologies, transform the way we work and improve our interactions with each other, our staff, our students and our partners.

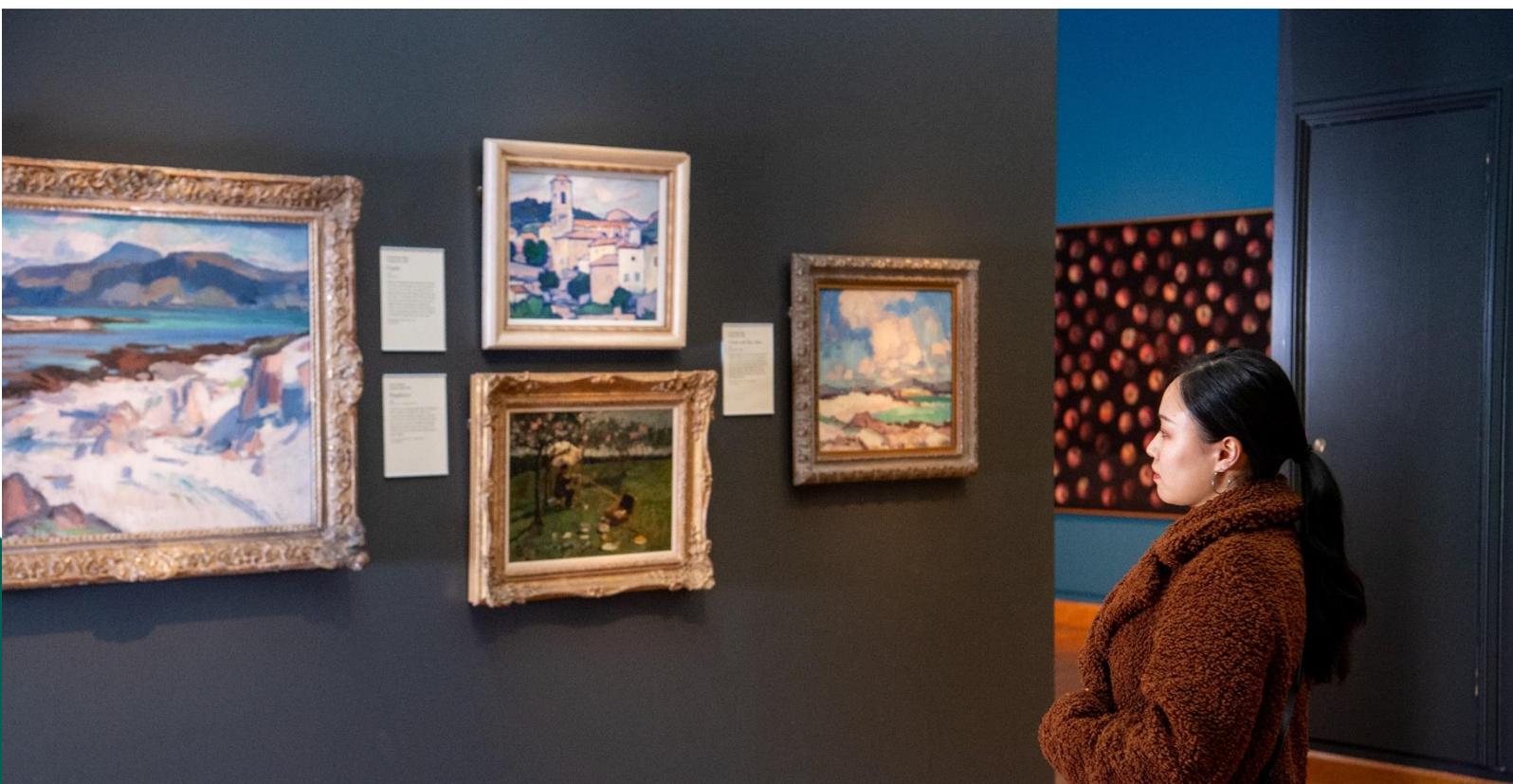
Our plan sets out our ambition to build on our current strong position and become even better. Our strategy provides the support, development, infrastructure and environment needed to grow our reputation and realise our ambitions. To achieve these aims, we focus on three key areas:

- People – bringing inspiring people together
- Place – creating a world-class environment for learning and teaching
- Purpose – discovering and sharing knowledge that can change the world

Vision: A world-class, world-changing university.

Mission: To bring inspiring people together and create a world-class environment for learning and research, empowering staff and students to discover and share knowledge to change the world.

To read the full University Strategy please visit our website.



WORLD-CHANGING GLASGOW TRANSFORMATION

The University has also launched an exciting transformation programme: World Changing Glasgow Transformation (WCGT) to support the delivery of our strategic ambitions.

OUR AMBITION

WCGT will be the catalyst for pioneering change and enabling excellence across the University of Glasgow. Our core value is to develop and engage our people to help them shape the higher education institution of the future.

OUR PURPOSE

WCGT will identify, shape and deliver innovative initiatives that anticipate the future needs of the people and the environment around us, preparing our people, systems and processes to meet these needs.

OUR OBJECTIVES

World-Changing Glasgow Transformation will:

- Be a positive and practical disruptor to the status quo, enabling excellence through new ways of doing things and new ways of delivering services'
- Join up the dots' of change happening across the institution to maximise impact and build the bridge between addressing today's challenges with the longer term strategic intent of the University
- Focus on transformational initiatives that cross organisational boundaries to positively impact on the staff and student experience of the University of Glasgow
- Enable the University to make the best use of our resources by becoming more effective and efficient in how we deliver services for staff and students. Ultimately this will help the University to generate savings to reinvest in strategic priorities
- Create a culture of innovation to ensure University leadership, its teams and our students have the capability, confidence and appetite for longer-term change.

The role of WCGT is to make sure the change is strategic, targeted and coordinated.

THE ROLE

The Executive Director of Finance is accountable for the strategic leadership and direction of the Finance directorate and related functions across the University. S/he plays a vital role in delivering the strategic aims and ambitions of the University and is a member of the University Senior Management Group (SMG). S/he is responsible to the Principal and Vice Chancellor in terms of the University's financial performance, in the latter's capacity as chief executive officer of the University.

The Finance function of the University is also an integral part of University Services, which is led by the Chief Operating Officer (COO) of the University and is a member of the Professional Services Group. In addition, the Executive Director of Finance works closely with the Senior Vice Principal/Deputy Vice Chancellor, and the Vice Principal for Academic Planning and Technological Innovation.

The Executive Director of Finance ensures robust financial risk management, the strategic deployment of resources and compliance with institutional, legal and regulatory requirements. S/he is responsible for ensuring the long-term financial sustainability of the institution and supporting the achievement of the University's strategic objectives. S/he will devise and articulate a compelling strategic narrative whilst nurturing an enabling service culture aligned with professional excellence across the function. Success in the role will be measured through the proactive delivery of an ambitious strategy and an effective and efficient finance function.

SPECIFIC RESPONSIBILITIES WILL INCLUDE

Strategic Management

- Actively influence and contribute to the development and delivery of the University's ambitious strategic plans with a view to securing the long-term financial performance and strategic development of the institution.
- Fully contribute as a key member of the Senior Management Group to strategic decision making for the University.
- Develop and deliver a compelling, cohesive and ambitious vision for the Finance Directorate, strongly aligned with the University's strategic imperatives.
- Actively engage and contribute as a member of the Professional Services Group and collective leadership of professional services.
- Make a strong contribution to the University's campus development plans and provide effective financial stewardship of the associated investment and innovation strategies
- Take a leading role in coordinating the University's approach to risk management
- Provide cost effective and diligent oversight of University assets and business continuity risks.
- Actively support the University's cost consciousness and transformation agendas and facilitate new ways of working to maximise efficiency in the interests of longer term sustainability.
- Meaningfully support income growth from teaching, research, innovation and entrepreneurial activities, working collaboratively with the Colleges and other senior stakeholders across the University.
- Actively support strategic investment and development of the University's global ambitions, providing appropriate constructive challenge and professional guidance.

Financial Management and Service Delivery

- Organise and direct the work of the directorate, including the planning and procurement functions, to meet its responsibilities and ensure it operates efficiently and effectively.
- Lead the development, implementation and monitoring of the University's financial forecasts and budgetary and planning cycles, working with the Vice Principal for Academic Planning & Technological Innovation.
- Authorise capital expenditure in accordance with the University's financial regulations and make recommendations for approval to the Estates and Finance Committees, working with other senior officers.
- Liaise with external advisers such as auditors, bankers, tax advisers, rating agencies to ensure compliance with service requirements and effective delivery.
- Act in an ambassadorial capacity to represent the University across higher education sector bodies and finance networks in order to understand, influence and disseminate sectoral policy and the practice of sound financial management.
- Ensure that financial regulations, policies and procedures are regularly reviewed and updated.
- Ensure effective stewardship of the University's endowments, working with the Investment Advisory Committee.

People Leadership & Resource Management

- Manage the directorate's human, physical and financial resources, and maximise its contribution to the growth and success of the University.
- Lead, develop and motivate a high performing senior team across the directorate engendering a conducive culture of excellence, accountability, collaboration and transparency.
- Work collaboratively with other members of the Senior Management Group and the Professional Services Group to ensure that services are delivered in a seamless and efficient way.

Effective Governance, Audit and Review

- Work with the Convener of the Finance Committee and its members to ensure effective oversight of the University's financial strategy and performance.
- Ensure the highest standards of probity and apply best practice whilst guaranteeing compliance with all statutory obligations including corporation tax, VAT and accounting requirements.
- Inform University leadership of the financial implications of internal and external developments and ensure business cases are evaluated for new activities.
- Deliver all financial reporting including internal reporting to the Senior Management Group, the University's Court and its sub-committees.
- Establish sound internal control systems and procedures to safeguard the University
- Ensure the effective administration and stewardship of the University's pension schemes.



PERSON SPECIFICATION

Experience, skills and knowledge required to deliver success in the role:

- Senior financial management and strategic leadership either in the public or private sector with board level experience and associated accountability for a complex resource base.
- Educated to degree level or equivalent with relevant professional accountancy qualification(s).
- Membership of a recognised accounting professional body.
- Record of devising and communicating a compelling vision and challenging the status quo to enable growth in activity and reputation.
- Experience of leading a large, diverse and both centrally and distributed finance team and successful track record of managing complex human, physical and financial resources.
- Ability to innovative and successfully lead, manage and implement sustainable change across complex organisational structures.
- Strategic thinker and ability to exercise strong leadership.
- Well-developed understanding of higher education across the UK and internationally.
- Leadership style that engenders a positive collaborative and collegiate culture, sustaining high performing and effective teams that engage with colleagues across the University.

- Considerable senior level experience of developing and managing external relationships with professional bodies, major providers and regulatory bodies.
- Knowledge and experience of establishing and providing effective management oversight of financial management systems and complex enterprise software systems.
- Experience of securing capital funding and commercial decision making.
- Evidence of entrepreneurialism and innovation, with an ability to identify commercial opportunities to maximise income.

Personal Attributes

- Outstanding professional profile with an excellent track record in strategic financial leadership with excellent leadership and interpersonal skills.
- Analytical problem-solving capability with well-developed emotional intelligence, judgement and political awareness.
- Ability to adapt and inspire a range of diverse teams to engage in a fast-changing policy and business environment.
- Highly effective communication skills and ability to influence and negotiate effectively.
- Diplomacy, openness and approachability; a personable style of strategic leadership and resource management.
- Highly energetic and a capacity to embrace new challenges.
- Strength of character in collective decision taking to prioritise organisational priorities ahead of service or personal interests.
- Personal integrity, self-awareness and a commitment to personal development and self-reflection.



HOW TO APPLY

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

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

Click on the **'apply'** button and follow the instructions to upload a CV and cover letter. The closing date for applications is noon on **Tuesday 16 June 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.

