



University of Essex



# APPOINTMENT OF COUNCIL MEMBERS 2017

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# WELCOME

Celebrating our 50th anniversary in 2014, the University of Essex is ranked 19th for research excellence following the Research Excellence Framework (REF) in 2014, and in June 2017 Essex was awarded the top Gold rating in the Teaching Excellence Framework. The 2017 National Student Survey results placed Essex 14th out of all English mainstream universities, and in the top 15 for the fifth year in a row. Confirming our global reputation, the Times Higher Education World Rankings placed Essex in the world's top 20 for international outlook and in the QS World Rankings, Essex is ranked 25th for the most international student community, and 60th for the most international academic community in the world.

**The University has an annual turnover of £200m and 14,000 students at our campuses in Colchester, Southend and Loughton. Over the last five years we have invested £200m to provide a top-class student experience with state of the art facilities. We are continuing with an ambitious refurbishment and new build programme to ensure we remain globally competitive and we have £40 million of new building work underway at our Colchester Campus.**

## THE UNIVERSITY – PURPOSE AND VISION

The purpose of the University is to contribute to society through excellence in education and research. Achieving excellence in both education and research and ensuring that all of our activities support these two equal priorities, lies at the heart of all that we do.

Our commitment is to offer our students a transformational educational experience, encompassing both academic and the extra-curricular activities, which provides them with the opportunity to fulfil their potential as individuals. We are pioneering in that we believe our students are joint members of our living and learning community, with a responsibility for their own development as learners and globally engaged citizens. In tandem, University staff are committed to achieving excellence in education by providing intellectually stimulating programmes of study, that are research-led and which are based on creative approaches to learning and teaching that reflect our commitment to innovation in curriculum design and delivery.

Our commitment to research that has global impact, informs all that we do. We have a broad spread of subjects across the humanities, science and health and social sciences. We have particular peaks of excellence in the social sciences and humanities and especially in interdisciplinary research, notably in human rights and quantitative social and economic research.

We are proud of our track record of business engagement. Our commitment to this area has been consolidated by a £13m investment in our science and research park, the Knowledge Gateway, 43 acres of parkland which is an integral part of our Colchester Campus. Building on our world leading expertise in quantitative data, we are making significant investments in business focused data analytics, having created an Institute of Analytics and Data Science which is based on the Knowledge Gateway. We opened a £23m Business School on the Knowledge Gateway in the summer of 2015, with a remit to engage with small and medium sized businesses that can benefit from close links with our academic community, our research facilities and business development activities. We are also developing a centre of excellence in digital and creative arts and have an award winning Games Hub which has helped establish a number of companies to develop their game design and industry knowledge.

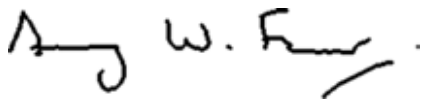
The latest phase of our 20,000 square feet Parkside office village opened in the autumn of 2016. We are delighted with the high levels of occupancy, with many tenants working with the University's academic staff and students. Work has now started on our £10m 21,000 square foot Innovation Centre building at the heart of the Knowledge Gateway. This will support 50 student start-ups and small businesses establish themselves and will have a world class media and digital lab at its heart. Confident about demand, further phases of development are being planned. The Knowledge Gateway is routinely highlighted as a model for university-business interaction in the UK.

The Colchester Campus, Essex's largest and original site, is set in 200 acres of parkland. It incorporates teaching buildings, shops, banks, a gallery and theatre, bars and cafes, and sufficient student accommodation to house over half of our student population and 90% of our students are based here. The East 15 Acting School – founded by Joan Littlewood and one of

the top five acting conservatoires in the UK – is in Loughton just five minutes from London Underground's Central Line. The University's newest campus in Southend's bustling high street opened in 2007 and houses parts of Essex Business School, the School of Health and Social Care, East 15 Acting School and the Department of Psychosocial and Psychoanalytic Studies.

In addition we have 1,000 students registered on University of Essex online degrees and have a wide range of courses offered through Kaplan in Singapore. We also have a strategic education and research partnership with Northwest University, Xi'an, China.

These are exciting times for the University of Essex and we are keen to identify new members of our University Council who share our ambitions and values and can make a significant contribution to ensuring our continued success.



**Professor Anthony Forster**  
Vice-Chancellor



Teaching  
Excellence  
Framework





## MESSAGE FROM THE CHAIR OF COUNCIL

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**Thank you for your interest in becoming a member of the Council of the University of Essex.**

This is an exciting time to join the University as we grow our student numbers; enhance the transformational impact of our educational and research activities on the lives of students and on society at large; improve our financial resilience and headroom for continued investment; and build our reputation and the standing of our University.

The Council has set an ambitious agenda for the University, creating the environment within which this period of sustained success has been achieved. However, we need to strive for further improvements that will ensure we are delivering even more benefit for our students and even greater impact from the knowledge our staff create.

Following the completion of the term of office of a number of Council members, we are seeking to enhance the expertise and diversity of our University Council through the recruitment of new Council Members. We are seeking outstanding individuals with the requisite intellectual capacity, commercial acumen and strategic insight to support us in shaping our transformational agenda. You will be committed to working constructively, in a non-Executive capacity, with the University's Vice-Chancellor and senior team in shaping the next stage of development of the University of Essex.

**David Currie**  
Chair of Council

# UNIVERSITY GOVERNANCE AND MANAGEMENT STRUCTURE

## COUNCIL

The University Council is the University's governing body, responsible for setting the University's overall strategic direction and providing oversight of delivery against the objectives set out in the University's Strategic Plan and the University's statutory and other obligations.

The Council is entrusted with the proper conduct of University business in line with its Statement of Primary Responsibilities and the requirements of the [Charter and Statutes](#).

There are [25 members of Council \(.pdf\)](#), the majority of whom are neither staff nor students of the University.

Council delegates some of its powers to other bodies and individuals as appropriate and in accordance with the Formal Delegation of Powers. Much of the work of the Council is carried out through formally constituted committees and sub-committees, including the following:

- Audit and Risk Management Committee
- Nominations Committee
- Investment Sub-Committee
- Resources Committee
- Remuneration Committee
- Honorary Degrees and Honorary Fellowships Committee
- University Steering Group

## SENATE

The Senate is the supreme academic authority of the University and is accountable to Council.

The role of Senate is to promote the academic work of the University both in teaching and research and regulate and supervise education and student discipline. It has 57 members drawn from the academic and professional staff of the University, and is chaired by the Vice-Chancellor.

The membership, functions and operations of the Senate are governed by the Ordinances.

## UNIVERSITY STEERING GROUP

The University Steering Group (USG) is chaired by the Vice-Chancellor and is the University's executive leadership team. USG meets fortnightly during term time and advises the Vice-Chancellor on matters relating to the management of the University.

USG supports the Vice-Chancellor in preparing and recommending to Council the University's Strategic Plan with its associated Strategic and Supporting Strategies and the annual budget, staffing and other resource plans. USG provides leadership in the implementation of the University's Strategic plan and the policies agreed by Council.

As part of the University's commitment to equality and diversity within and beyond its community, individual members of USG also act as [diversity champions](#) in relation to each of the nine protected characteristics.

Academic members of USG also spend 20 per cent of their time undertaking research at the highest level and maintaining and developing their research careers.

## ACADEMIC ORGANISATION

The University has 20 departments organised into three faculties of Humanities, Social Sciences and Science and Health. Each faculty is headed by an Executive Dean who is responsible for the strategic leadership and management of the Faculty including devolved responsibility for financial management.

Further information on Council, Senate and the University in general can be found at:

[www.essex.ac.uk/governance](http://www.essex.ac.uk/governance)

[Membership of Council \(.pdf\)](#)

[Membership of Senate \(.pdf\)](#)

[Our University's senior team](#)

[Departments and Schools](#)

[Financial Statements](#)

[Strategic Plan](#)

# OUR YEAR IN NUMBERS

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TOP **15** FOR STUDENT  
**SATISFACTION**

National student survey 2017

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TOP **20** IN THE UK FOR  
**RESEARCH EXCELLENCE**

REF 2014

TOP **20** FOR INTERNATIONAL  
**OUTLOOK**

Times Higher Education World University rankings 2016

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TOP **30** SUNDAYTIMES  
**GOOD UNIVERSITY GUIDE 2017**

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**14,000**  
STUDENTS

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**2,000**  
STAFF

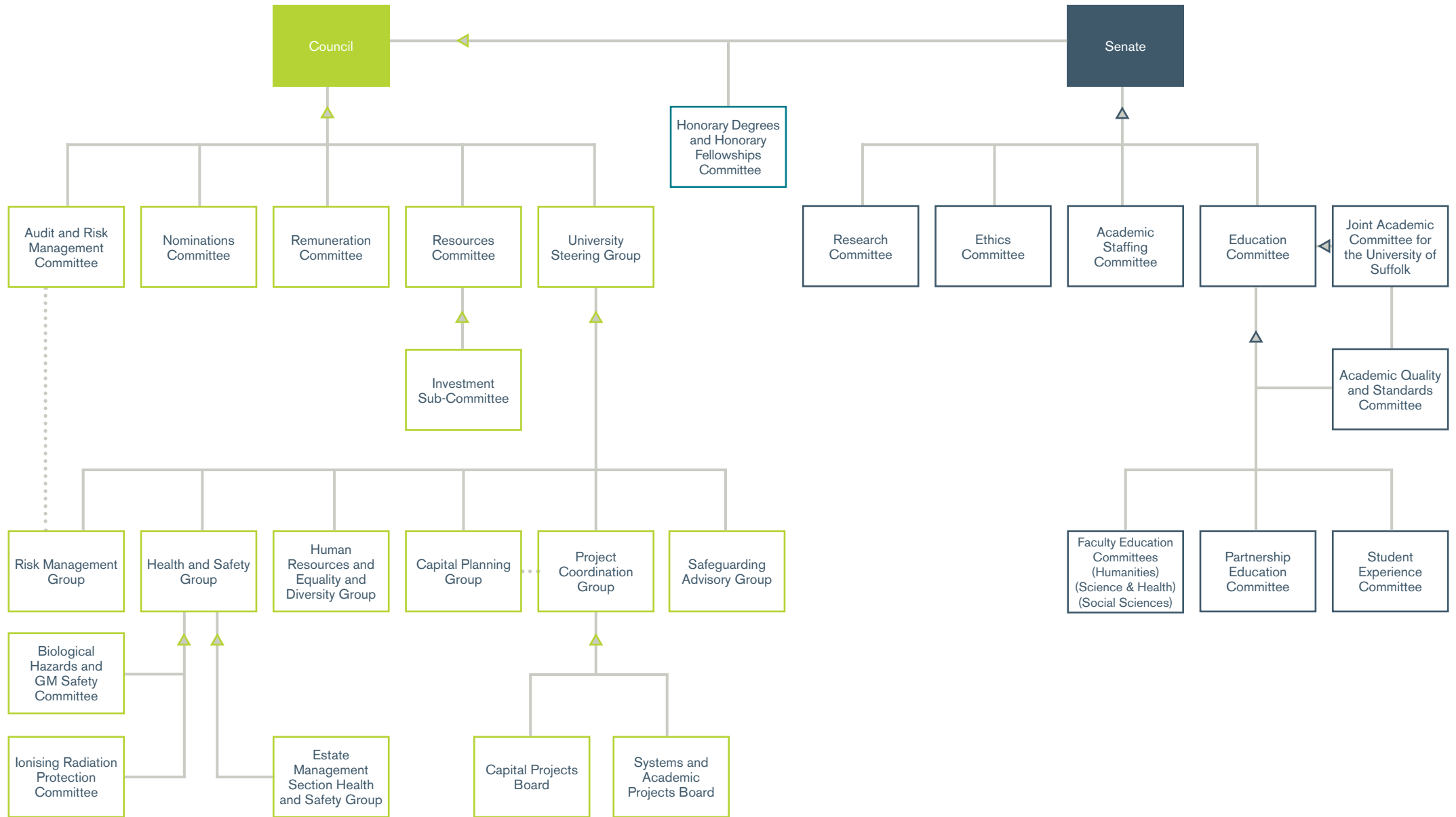
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£ **0.5** BN  
ECONOMIC IMPACT ON  
**REGIONAL ECONOMY**

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**GOLD RATED**  
IN THE TEACHING  
**EXCELLENCE**  
FRAMEWORK 2017

# COMMITTEE STRUCTURE



# EXTERNAL MEMBER OF COUNCIL

## ROLE DESCRIPTION FOR MEMBERS OF COUNCIL

<b>TERM OF OFFICE:</b>	Three years, or such lesser period as the Council may in individual cases determine. Members shall be eligible for further appointment, normally for a further period of three years and a maximum total of nine years.
<b>TIME COMMITMENT:</b>	Approximately 12 days a year.
<b>REMUNERATION:</b>	Travel and subsistence expenses only.
<b>APPOINTMENT:</b>	By Council on the recommendation of the Nominations Committee.

### NATURE AND SCOPE OF THE ROLE

1. The Council is the principal governing body of the University of Essex and exercises oversight and control over the University and its affairs. In addition to being members of the University's governing body, Council members also carry the responsibilities of Trustees of the University as an exempt charity. Whether external or internal, all members of Council have equal standing, with a majority of the Council's members being from outside the University. The external members - contribute a wide range of experience from the public and private sectors. Internal members help relate Council's oversight and control over the University and its affairs to the experience of working in the University. The specific powers of Council are set out in a Statement of Primary Responsibilities (attached as Appendix 1).
  2. The role of all members of the Council is similar to that of the non-executive directors of companies. Council members do not hold executive authority for the University's operations. They bring to the Council's deliberations a wide range of knowledge and expertise to complement the executive management responsibilities of the Vice-Chancellor and the University's senior office holders.
  3. Membership of Council requires acceptance of collective responsibility for the decisions reached by Council. Members exercise their responsibilities in the interests of the University as a whole, and no member of Council should act in a way that represents any particular internal or external constituency.
  4. All members are invited to join Council for a three-year term and during this period may be asked to serve on one or more of the Council Committees.
- Council members are expected to play a full part in the business of all Committees to which they are appointed. External members of Council may be eligible for further periods of appointment up to a maximum of 9 years.
5. Council recognises the benefit to the University of the membership of Council encompassing a diverse range of perspectives and enabling access to the skills and expertise necessary to discharge the responsibilities of the Council.
  6. More specifically, Council members have responsibility for:
    - A. Ensuring that Council exercises control over the strategic direction of the University, through agreement of a Strategic Plan, establishment of an effective planning process, and that the performance of the University is adequately assessed against the objectives which Council has approved.
    - B. Establishing constructive but challenging working relationships with the University senior officers, at the same time recognising the proper separation between governance and executive management, and avoiding involvement in the day-to-day executive management of the University.
    - C. Ensuring that Council conducts itself in accordance with accepted standards of behaviour in public life, embracing selflessness, integrity, objectivity, accountability, openness, honesty and leadership.



- D. Ensuring that members make a full and timely disclosure of personal interests to the Secretary in accordance with the procedures approved by Council. They must as soon as practicable disclose any interest which they have in any matter under discussion and accept the ruling of the Chair of Council in relation to the management of that situation, in order that the integrity of the business of Council and its Committees may be and may be seen to be maintained.
- E. Ensuring that Council 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.
- F. Representing the University externally, drawing on their personal influence and networking skills on behalf of the University, and where appropriate playing a role in liaising between key stakeholders and the University.
- I. the ability to engage in constructive debate, rigorous challenge and effective decision-making.
- J. strong interpersonal, communication and listening skills.
- K. an understanding of the distinction between governance and executive management.
- L. a willingness to support the University's commitment to sustaining an inclusive and diverse community that is open to all who have the potential to benefit from membership of it, which ensures equality of opportunity for all its members, and that treats all its members with equal respect and dignity at all times.

#### PRACTICAL ASPECTS OF THE ROLE

- A. All members are expected to attend Council meetings, normally four times per year, one whole and two half day annual Council away days, and meetings of any Council Committees to which they are appointed. In addition, on a voluntary basis, Council members are invited to attend one or more of the Graduation Ceremonies and the annual meeting of Court.
- B. Senior officers of the University aim to make good use of individual members of Council in areas where members have particular expertise, and a willingness to support the senior office holders in this way is valued.
- C. The likely time commitment needed is up to the equivalent of 12 days a year.
- D. Members of Council should be contactable by email, which is the principal means of contact by the Secretariat.
- E. Members must participate in procedures established by Council for the regular appraisal/ review of the performance of individual members.
- F. Members should attend a one-day induction event arranged by the University and subsequently should participate in training events to allow members to discharge their duties.

#### PERSONAL QUALITIES SOUGHT IN POTENTIAL MEMBERS OF COUNCIL

- A. a strong personal commitment to the values, aims and objectives of the University.
- B. the ability to at all times act fairly and impartially in the interests of the University as a whole, using independent judgement and maintaining confidentiality as appropriate to Council business.
- C. a commitment to attend all meetings of Council, including away days and meetings of Committees of which they are a member.
- D. a commitment to participate in induction activities arranged by the University and in appropriate training events.
- E. capacity to contribute approximately 12 days a year to Council business including meetings, away days, induction and training, and where appropriate involvement in University business outside of the formal Council schedule.
- F. the skills to analyse complex issues and the ability to make an effective contribution at a strategic level.
- G. a willingness to use their skills and expertise to support the work of Council.
- H. integrity, tact, discretion, independence and objectivity.

#### ADDITIONAL INFORMATION

Further information about the University Council can be found on the University's web site at: [www.essex.ac.uk/governance/council](http://www.essex.ac.uk/governance/council)

## STATEMENT OF PRIMARY RESPONSIBILITIES

### A. Powers of appointment and employment

1. To appoint the Vice-Chancellor in accordance with the provisions of Ordinance 5 and to put in place suitable arrangements for monitoring his/her performance
2. Jointly with the Senate to appoint the Chancellor on the recommendation of a Joint Committee of the Senate and the Council.
3. To appoint the Pro-Chancellors, the Treasurer and the External members of the Council.
4. To appoint the Registrar and Secretary as Secretary to the Council; to ensure that there is an appropriate separation in the lines of accountability.
5. To be the employing authority for all Staff in the University and to be responsible for establishing a human resources strategy.

### B. Financial and legal powers

6. To be the principal financial and business authority of the University, to ensure that proper books of account are kept, to approve the annual budget and financial statements, and to have overall responsibility for the University's assets, property and estate.
7. To be the University's legal authority and, as such, to ensure that systems are in place for meeting all the University's legal obligations, including those arising from contracts and other legal commitments made in the University's name.
8. To act as trustee for any property, legacy, endowment, bequest or gift in support of the work and welfare of the University.

### C. Planning, monitoring and control

9. To approve the mission and strategic vision of the University, long-term academic and business plans and key performance indicators, and to ensure that these meet the interests of stakeholders.
10. To delegate authority to the Vice-Chancellor, as chief executive, for the academic, corporate, financial, estate and personnel management of the University; and to establish and keep under regular review the policies, procedures and limits within such management functions as shall be undertaken by and under the authority of the head of the University.

11. To ensure the establishment and monitoring of systems of control and accountability, including financial and operational controls and risk assessment, and procedures for handling internal grievances and for managing conflicts of interest.
12. To ensure processes are in place to monitor and evaluate the performance and effectiveness of the University against the plans and approved key performance indicators, which should be, where possible and appropriate, benchmarked against other comparable institutions.
13. To conduct its business in accordance with best practice in higher education corporate governance and with the principles of public life drawn up by the Committee on Standards in Public Life.
14. To safeguard the autonomy, good name and values of the University of Essex.
15. To ensure compliance with the provisions of the Charter, Statutes and Ordinances at all times and that appropriate advice is available to enable this to happen.
16. To establish processes to monitor and evaluate the performance and effectiveness of the Council itself.

### D. Student welfare

17. To make such provision as it thinks fit for the general welfare of students, in consultation with the Senate.

# HOW TO APPLY

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**The University has engaged the services of Odgers Berndtson, to whom applications should be sent by the closing date of 5pm Monday 9 October 2017.**

**In order to apply, please submit a short covering letter explaining why this appointment interests you and what you specifically would bring to the role together with your curriculum vitae (CV) with education and professional qualifications, full employment history and details of any Non- Executive experience.**

Please also include your preferred contact details, which will be used with discretion. The CV should include names and contact details of two referees. Referees will not be approached until the final stages and not without prior permission from candidates.

The preferred method of application is online at [www.odgers.com/63800](http://www.odgers.com/63800) if you are unable to apply online please email your application to [63800@odgersberndtson.com](mailto:63800@odgersberndtson.com)

All applications will receive an automated response.

All candidates are also requested to complete an online Equal Opportunities Monitoring form which will be found at the end of the online application process. Any information collated from the Equal Opportunities Monitoring forms will not be used as part of the selection process and will be treated as strictly confidential.

## TIMETABLE

Following a long-list meeting of the Selection Committee, successful candidates will be invited to attend preliminary meetings at the University on the 31 October 2017.

Final interviews at the University will be held on Monday 6 November 2017.

Please diarise these dates accordingly.

## FOR A CONFIDENTIAL CONVERSATION ABOUT THESE POSITIONS PLEASE CALL:

**Kate Penfold**

**T + 44 (0)20 7529 1056**

**Edwina Purcell**

**T + 44 (0)20 7529 1104**