




# WE NEED YOUR EXPERTISE

LAY COUNCIL MEMBERSHIP



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### AN INTRODUCTION FROM DR BRIDGET TOWLE, CHAIR OF COUNCIL

Thank you for your interest in the role of Lay Member of Council at the University of Leicester.

The University of Leicester is a university with a truly global outlook. We are committed to fostering a teaching and learning environment that transforms the prospects of our students and those they will go on to influence. We undertake world-class research that saves, improves and enriches lives.

Our strategic plan outlines how we will embrace opportunities and address the challenges presented by an ever-changing higher education sector. Under the leadership of our President and Vice-Chancellor, Professor Paul Boyle, the University has developed and launched a fresh institutional strategy and is pursuing an ambitious agenda of transformational change.

As a member of the University Council you will provide oversight and challenge for the strategic development and sustainability of the University. The membership of the Council always consists of a permanent majority of 'lay' members, who are neither staff nor students of the University.

We are looking for outstanding professionals with an interest in higher education to join the University Council as lay members to help us further enhance our reputation and help guide our future direction. If you choose to join us at Leicester, you will be joining one of the most diverse universities in one of the most diverse cities in the United Kingdom.

You will bring your experience and enthusiasm to influence University strategy and development. Through intelligent questioning and constructive debate your role is to contribute to effective governance of the University of Leicester. In support of this role members of Council also serve on a wide range of key University committees.

These three-year, renewable, voluntary appointments are open to suitable applicants anywhere in the UK. They call for the utmost integrity and dedication as an ambassador of the University.

We look forward to hearing from you.

**Dr Bridget Towle**



## ABOUT THE UNIVERSITY OF LEICESTER

We have a proud history, founded in the aftermath of World War I as the UK's only living memorial to those who made sacrifices in the Great War. Our motto – Ut Vitam Habeant, 'so that they may have life' – reflects our values to do justice to the hopes and expectations of those on whose shoulders we now stand, striving to make a difference in everything that we do.

While proud of our heritage, Leicester is a university that keeps an eye on the future. Today, our University is a global player in education and research, adapting to changing landscapes and seizing opportunities to shape the future.

The path to higher education is one that starts early, and which anyone can take. We work closely with local primary schools, secondary schools and colleges in all aspects of education including teacher training. We are committed to creating access for anyone with the talent and determination to succeed in their studies, regardless of background.

Our spirit of discovery is about imaginative new thinking. Our research has wide-ranging impacts on society, health, culture, and the environment, with 75% judged to be internationally excellent. Whether it's our revolutionary work in DNA fingerprinting, the discovery of Richard III or breakthroughs in the treatment of degenerative diseases, we demonstrate education and knowledge to be a power for good.

We play a vital part in the UK's most multicultural city as a major employer, and as an investor and supporter

of music, art, sport and culture. There are more than 180,000 graduates from the University today, many of whom choose to stay in the city and region long after they graduate.

We are proud of and actively engaged in the City whose name we bear. We are committed to helping our city meet its environmental, social and educational ambitions and our strategic plan reflects our aims to raise the University's profile and contribution to society on a regional, national and international stage. During 2015/16 we delivered over 500 outreach activities engaged across all age ranges. Our students contributed approximately 40,000 volunteering hours to local and global communities.

We have embarked on a multimillion pound programme of investment in our infrastructure to modernise our campus. This will transform our learning and living environment for both students and staff.

We will continue to provide a great platform for learning along with increased employability outcomes for our students.

As a university with an international outlook, we recently opened the Leicester International Institute at the Dalian University of Technology in China. This Institute will allow us to offer a Leicester education in China, and give engineering or chemistry students the opportunity to spend part of their degree at Dalian.



## STRUCTURE AND GOVERNANCE

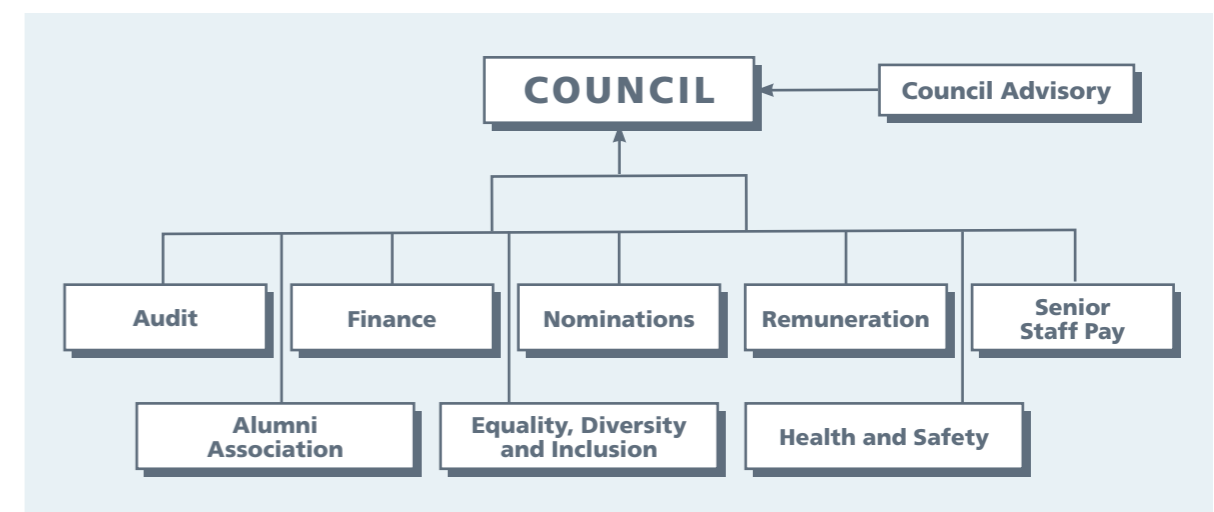
With more than 4,000 staff and a student body of 20,000 representing 115 nationalities, we offer a rich and diverse university community.

Our three academic colleges are supported by a professional services team.

The University was established by Royal Charter in 1957. The University's legal status is that of a chartered corporation and an exempt charity, and it is regulated by the newly-established Office for Students (OfS).

Council is the University's supreme governing body, responsible for taking all final decisions on matters of fundamental concern to the University, including our academic mission and strategic direction. It ensures that our various systems, structures, procedures and rules are fit for purpose, that the University is being managed effectively, and that we meet all our legal obligations.

Council is supported in this work by a formal system of standing committees, which report directly into Council and have the structure as shown below:



Four of Council's standing committees are required for external compliance and good practice purposes – these are the Audit, Finance, Nominations and Remuneration committees.

The University's principal 'academic board' is the Senate, which is the custodian of the institution's academic integrity. Subject to the overall authority of Council, Senate is responsible for directing and regulating

the academic work of the University, including the provision and standards of teaching and assessment; the promotion and standards of research; and the organisation of the Colleges, Schools and Departments of the University.

Senate is supported in its work by its own system of standing committees, which report directly into Senate; and Senate itself reports directly into Council.



## THE ROLE OF COUNCIL

The University of Leicester Council is our governing body. It has 21 members, comprised of a mixture of ex-officio, appointed and elected lay and academic persons, the majority of whom are non-executive members appointed by Council itself.

Council helps to shape our vision, and is responsible for the administration and management of the affairs of the University. Primary responsibilities include:

- 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.
- To ensure the establishment and monitoring of systems of control and accountability, including financial and operational controls and risk assessment, safeguards against fraud.
- To ensure processes are in place to monitor and evaluate the performance and effectiveness of the institution against the plans and approved key performance indicators.
- To safeguard the good name and values of the University.
- To be the employing authority for all staff in the University and to be responsible for establishing a human resources strategy.
- 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.
- To be the University's legal authority and, as such, to ensure that systems are in place for meeting all

the institution's legal obligations, including those arising from contracts and other legal commitments made in the institution's name.

- To make such provision as it thinks fit for the general welfare of students.
- To ensure that the University's Charter, Statutes and Ordinances are followed at all times and that appropriate advice is available to enable this to happen.

### TERMS OF APPOINTMENT

**Term of office:** Three years. Appointments may be renewed for further terms of three years, but the maximum length of service is nine consecutive years.

**Time commitment:** Estimated to total the equivalent of 5-10 full days per year, spread over a greater number of separate visits to the University, including (by individual agreement) involvement in the work of relevant Council committees.

**Remuneration:** Appointments to Council are in the nature of public service appointments and no remuneration is provided.

**Expenses:** Lay members of Council are eligible to claim reimbursement of travelling expenses for attendance at meetings of Council and any University committee or other body to which they have been appointed, with the exception of Court.

Travelling expenses will also be reimbursed in respect of any necessary duties arising from membership of Council or other University bodies.

**Appointments made:** On the recommendation of the Nominations Committee.



## RESPONSIBILITIES OF LAY MEMBERS OF COUNCIL

Lay members of Council, acting in a non-executive capacity, have a collective responsibility to:

- ensure that Council exercises control over the strategic direction of the University, and that the performance of the University against its strategic objectives is properly assessed on a regular basis.
- ensure that the University maintains its long-term financial sustainability, safeguards its assets, and operates proper mechanisms to ensure effective internal control, risk management and value for money.
- contribute to debate and to make their knowledge, insight and expertise available to Council as needs and opportunities arise.
- act fairly and impartially at all times, in the interests of the University as a whole, using independent judgement and maintaining confidentiality as appropriate.
- observe the seven "Nolan Principles" of behaviour in public life, embracing selflessness, integrity, objectivity, accountability, openness, honesty and leadership.
- accept collective responsibility for the decisions reached by Council.

### EXPECTATIONS:

Lay members of Council are expected to:

- attend meetings of Council and participate in discussions, acting as a "critical friend", contributing to the development, implementation and monitoring of University strategy.
- question intelligently, debate constructively, challenge rigorously and decide dispassionately, listening respectfully to the views of others, inside and outside meetings of the Council.
- serve as a member and attend meetings of at least one Council or Senate Committee.
- attend some of the formal or informal events of the University, including degree ceremonies, as may be organised from time to time.
- act as an ambassador for the University, promoting its activities in the wider community including, for example, assisting with philanthropic activity and fundraising projects.
- attend any induction and training as may be required by the University to carry out effectively the role of a member of Council.
- contribute to regular reviews of the effectiveness of Council, both collectively and individually.
- submit an annual Register of Members' Interests return, and ensure that the University is notified promptly of any material changes to these details as may arise during the year.



## RESPONSIBILITIES OF LAY MEMBERS OF COUNCIL (CONTINUED)

### GOVERNANCE AND MANAGEMENT

It is reasonable and appropriate for lay members of Council to maintain constructive and supportive working relationships with University staff and students with whom they come into contact. These relationships must remain both independent and challenging, and must always observe the proper separation between governance and management. In particular, lay members of Council must not seek, or allow themselves to develop, an involvement in the day-to-day executive management of the University. Notwithstanding this clear separation, lay members of Council are still eligible to serve as a member of, or chair, a committee of Council.

### THE PRACTICALITIES OF COUNCIL MEMBERSHIP

Five 'ordinary' meetings of the Council are held in each academic year. These meetings normally commence at 4.00pm on dates in September, November, March, May and July, and typically last for up to three hours. An annual away day is also held in the spring or summer term.

Lay members are also usually expected to serve on at least one standing committee of Council or Senate, most of which meet once or twice per term. These meetings normally commence at 10.00am or 2.00pm and typically last for up to two hours.

The University year runs from 1 August to 31 July and dates of forthcoming Council and committee meetings are published during the preceding session, to give as much notice as possible. The University recognises that lay members will have other personal or professional commitments which may mean that, occasionally, they will have to tender their apologies for absence from meetings. Members are expected to attend a minimum of three Ordinary meetings of Council per year, and attendance is monitored by the Nominations Committee. Any problems identified by the Committee will be a matter for discussion between the Chair of Council and the individual member concerned.

If problems of attendance cannot be resolved it may be necessary for the member to stand down from Council.

The attendance records are published annually in the University's *Financial Statements*.



## COUNCIL MEMBERS AS TRUSTEES

With regard to the University's charitable status, all members of Council hold the position of a charity trustee, the core duties of which, in a university context, are to:

- ensure the University is carrying out, and is accountable for, its purpose for the public benefit through the advancement of education
- comply with the University's governing documents, e.g. its Charter and Statutes, and legal obligations
- act in the University's best interests
- manage the University's resources responsibly
- act with reasonable care and skill

This means that, under charity law, each individual member is responsible for taking balanced and adequately informed decisions or actions that they personally believe are solely in the best interests of the University's public benefit purposes, in the long term as well as the short term.

To this end, all members of Council are of equal status in performing their trustee role. This means that the general rights and responsibilities of the trustees does not differ between the different membership groups on the governing body, whether lay members, or University staff or students. Collective decision making, critically and objectively reviewing proposals, and challenging assumptions, is therefore one of the most important parts of the role for all the trustees on Council.



## SKILLS AND EXPERIENCE

This role is an opportunity for accomplished professionals to use their public or private sector experience to help guide and influence University strategy and development across a wide range of areas. We are seeking UK-based candidates from a wide range of backgrounds who have

- Strategic acumen
- Good governance awareness
- Change management experience
- Understanding of large complex organisations

In particular, we are looking for relevant skills and experience in the following areas:

### ENTREPRENEURIAL

An entrepreneurial mindset, with a proven personal track record of successfully promoting and developing third party entrepreneurial ventures.

### ESTATES

Knowledge and experience of managing, maintaining or developing a large corporate estate/ physical infrastructure.

### HIGHER EDUCATION POLICY

Knowledge and experience of current policy issues and challenges in the HE sector, particularly with regard to teaching and assessment.

### INFORMATION AND COMMUNICATIONS TECHNOLOGY

Knowledge and experience of ICT strategy, development and delivery in large organisations.

### MARKETING

Knowledge and experience of corporate marketing, advertising, publicity campaigns; public relations management.

### MEDIA

Knowledge and experience of working with or utilising broadcast, print or social media.



## HOW TO APPLY

### CONTACT INFORMATION

Should you wish to have an informal, confidential discussion about the post, or if you require any further information, please contact:

**Neil Cox, Assistant Council Secretary**

**t: 0116 252 2718**

**e: nac1@le.ac.uk**

### APPLICATIONS

To apply, please send the following to **Neil Cox, Assistant Council Secretary**, at **nac1@le.ac.uk**, by **midnight on Wednesday 21 February 2018**:

- A covering letter of no more than two A4 sized pages explaining why this appointment interests you, your relevant skills and attributes, and how you are suited to the responsibilities and expectations of a lay member of Council as detailed in the candidate brief.
- A full CV with your education and professional qualifications and full employment history.
- Day-time, evening and mobile telephone numbers, together with an appropriate, confidential and acceptable e-mail address for all correspondence relating to your application.

Interviews will be held on 27/28 March and 16/17 April 2018.

Appointments will be made for an initial term of three years, renewable, commencing on 1 August 2018.

### EQUALITY AND DIVERSITY AT LEICESTER

The University of Leicester is committed to positively advancing equality of opportunity.

We participate in a number of equalities initiatives which celebrate good employment practice for the advancement of diversity and equality. These include the Stonewall Workplace Equality Index, the Race Equality Charter and Athena Swan.

We are proud to be selected as one of only ten Universities internationally to be an impact champion for HeForShe, a global solidarity movement for gender equality. We also have a number of staff equality fora that champion the advancement of equalities for diverse groups.

To find out more please visit the Equalities webpage at: [www.le.ac.uk/equalities](http://www.le.ac.uk/equalities)