



Appointment of
Independent
Members of
the Board of
Governors

FALMOUTH
UNIVERSITY



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Introduction

Falmouth University is a leading specialist university with an international reputation for excellence in the creative industries. Founded as the Falmouth School of Art in 1902, Falmouth has grown from a small art school of less than 200 students to a University with over 4,400 students studying across all the creative disciplines and associated business sectors. The institution was granted university status in 2012 and has an excellent track record in helping graduates forge highly successful careers in the rapidly growing creative industries.

Falmouth was ranked as the UK's number 1 Arts University in The Times & Sunday Times Good University Guide 2015. In The Guardian's University Guide 2016, Falmouth was ranked 31st of 119 UK universities, and was ranked second amongst the 75 modern universities created since 1992.

Building on its legacy as a dynamic centre for learning and innovation, Falmouth is pursuing a bold strategic plan with the aim of establishing itself as a creative innovation hub and one of the world's top specialist universities. Falmouth is expanding and diversifying its academic portfolio to meet demand for creative graduates in the creative industries, and other sectors.

The University is the only higher education institution headquartered in Cornwall, and plays a central role in the economic regeneration of Cornwall, and other parts of the South West.

Falmouth graduates are highly employable especially in the creative industries, and many set up their own businesses. The University has a dynamic management culture, and has ambitious plans to expand student numbers and to diversify into new but related areas of creative activity.

Situated on two main campuses in Falmouth and Penryn, Falmouth has an annual income of nearly £50 million, employs over 450 staff, and is a major contributor to the economic regeneration of Cornwall and the Isles of Scilly.

The Board of Governors is the governing body of the University, and has responsibility for ensuring the effective management of the institution, and approving its future strategy. Our Board members make an active contribution to achieving the University's objectives, and promote the University's interests locally, nationally and internationally.

There are three vacancies for external members to serve on the Board from September 2015.

This is an unpaid position: the University will meet reasonable expenses incurred by Governors undertaking Board business, for example travel to meetings and development events.



Governance and structure

The Board of Governors is the University's governing body, established in accordance with the University's instrument and articles of government and from which the Board derives its powers. The majority of its members are drawn from outside the University and are referred to as independent members.

The Board of Governors is responsible for ensuring the effective management of the institution and for approving its future strategic development. The Vice-Chancellor, Professor Anne Carlisle, is the Chief Executive and is accountable to the Board of Governors for the strategic leadership and executive management of the University.

The Board of Governors' current profile of membership reflects the experience and expertise required for the University to meet its statutory obligations and to achieve its strategic aims and objectives. The membership is subject to regular review against a matrix of expertise and experience by the Nominations Committee. The Board has a total of 13 members:

- nine 'independent members';
- one academic member of staff;
- one 'student' – the serving President of the Students' Union;
- one member of Professional Services;
- the Vice-Chancellor & Chief Executive.

Details of current Board Members can be found here: www.falmouth.ac.uk/governor-profiles

As set out in the University's Articles of Government, the Board of Governors' responsibilities are:

- the determination of the educational character and mission of the University and for oversight of its activities;
- the effective and efficient use of resources, the solvency of the University and the Corporation and for safeguarding their assets;
- approving annual estimates of income and expenditure;
- the appointment, assignment, grading, appraisal, suspension, dismissal and determination of the pay and conditions of service of the holders of senior posts;
- setting the framework for the pay and conditions of all other staff.

Governance and structure *continued*

The work of the Board of Governors is supported by a number of sub-committees:

Audit Committee

The Audit Committee meets three times a year. The Committee carries out all the responsibilities placed on it by the Higher Education Funding Council (HEFCE) Financial Memorandum (which incorporates the HEFCE Accountability and Audit Code of Practice at its Annex B).

In particular, it recommends the appointment of external and internal auditors and monitors their performance and effectiveness; reviews the internal audit plan and considers all audit reports; monitors the effectiveness of internal control systems to ensure that satisfactory arrangements are in place to promote economy, efficiency and effectiveness; and commissions and reviews the outcomes of value-for-money audits.

Nominations Committee

The Nominations Committee meets when required, usually to consider board vacancies. The Committee advises the Board on the overall balance of its membership and recommends the appointment of new Governors, drawing on nominations received from within the University, from Governors, and from open advertisement.

Remuneration committee

The Remuneration Committee meets once a year, to determine on behalf of the Board the salaries and conditions of service of the senior post holders.



The role of the Board of Governors

The principal responsibilities of the Falmouth University Board of Governors are set out in the 'Statement of Primary Responsibilities', which is available on the University's website: www.falmouth.ac.uk/governance

Falmouth University's Board of Governors has adopted the Committee of University Chairs' Code of Governance for Higher Education, published in 2014. This code sets out the primary elements of governance in a Higher Education context, as follows:

1. The governing body is unambiguously and collectively accountable for institutional activities, taking all final decisions on matters of fundamental concern within its remit.
2. The governing body protects institutional reputation by being assured that clear regulations, policies and procedures that adhere to legislative and regulatory requirements are in place, ethical in nature, and followed.
3. The governing body works with the Executive to be assured that effective control and due diligence take place in relation to institutionally significant external activities.
4. The governing body ensures institutional sustainability by working with the Executive to set the institutional mission and strategy. In addition, it needs to be assured that appropriate steps are being taken to deliver them and that there are effective systems of control and risk management.
5. The governing body receives assurance that academic governance is effective by working with the Senate/Academic Board or equivalent as specified in its governing instruments.
6. The governing body must promote equality and diversity throughout the institution, including in relation to its own operation.
7. The governing body must ensure that governance structures and processes are fit for purpose by referencing them against recognised standards of good practice.





Person specification

The Board of Governors must at all times ensure coverage of the variety of skills and experience required to govern successfully a higher education institution. Falmouth's status as a small, specialist arts university, headquartered in Cornwall, brings further opportunities and challenges which the combined skill set of the Board must be able to address.

Falmouth is now seeking applications from individuals who will be able to apply their skills and professional experience in the following areas to the work of the Board:

- Finance and Investment
- Company start-ups and venture capital
- The Creative Industries
- Research and research management
- Higher Education

In addition, experience in the following would be helpful:

- Estates Management
- Human Resources

The following personal attributes are particularly valuable for Independent Governors of Falmouth University:

- Availability to spend sufficient time in Cornwall, for attendance at formal meetings, but also for other University events
- Integrity, insight and trustworthiness
- Understanding the essential dynamics of a business
- Ability to think strategically
- Ability to listen
- Strong empathy with the creative output of Falmouth
- Understanding of the socio-economic context and potential of Cornwall and the Isles of Scilly
- Understanding of the principles of governance



Appointment process and how to apply

To apply for a position as an Independent Governor of Falmouth University, please send a curriculum vitae, along with a covering letter to:

Dr Robin Kirby, Secretary to the Board
email: robin.kirby@falmouth.ac.uk
telephone: 01326 21 3826

The closing date for applications is **Friday 10 July 2015**.

Shortlisted applicants will be invited for an interview and a tour of the University's campuses in July 2015. New Governors will be appointed with effect from 1 September 2015.

Please contact the Secretary to the Board with any queries regarding the role.

A photograph of a dance studio with students in a class, overlaid with a dark blue diagonal graphic. The studio has a wooden floor, large windows, and a mirror wall. Several students are visible, some in dance attire. The text 'FALMOUTH UNIVERSITY' is overlaid on the left side of the image.

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