

# BOARD OF GOVERNORS



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# INTRODUCTION TO FALMOUTH

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For more than 120 years, Falmouth University has been a hub of creative thinking and design innovation, producing headline grabbing journalists, award-winning artists, ground-breaking product designers, agenda-setting film makers, dynamic entrepreneurs and digital pioneers.

Today, our **portfolio** of undergraduate and postgraduate courses represents the breadth of the Creative Industries, from art, design, photography, music and performance to games, computing, writing, business and marketing. Falmouth's research programmes are built on the principle of open innovation – the idea that the grand challenges of our age can be addressed most effectively when tackled collaboratively across disciplinary boundaries. They focus on delivering impact for lives and economies through the development of new knowledge, solutions, services and products.

More than 5000 students from across the globe study on Falmouth's two campuses, with access to professional standard environments including state-of the-art performance and recording studios, some of the best photography facilities in Europe, cutting edge digital manufacturing technology and a TV studio and gallery. [Tour our facilities here.](#)

As well as the courses that are delivered on-campus in Cornwall, Falmouth also provides ground-breaking online distance learning, through our Falmouth Online portfolio, and exciting partnerships with industry-leading bodies including the Fashion Retail Academy, Eden Project, and WaterBear.

Falmouth University takes a multi-disciplinary approach, ensuring its students have the skills they need to excel in a fast-changing world. Putting real world, real market challenges and hands-on experience at the heart of the learning experience also means that Falmouth's graduates leave as experienced professionals, accomplished complex problem solvers and strong team players.

Falmouth plays a key role in the economic regeneration of Cornwall. It is building a pipeline of talent, retaining skills in the region and leveraging its capital, network and academic knowledge to foster the generation of high-growth, high-value businesses that will create jobs and attract investment.

The Board of Governors is responsible for effective oversight of the institution, approving its future strategic development and fostering an environment in which the institutional mission is achieved, and the potential of all students is realised.

The Board of Governors is responsible for ensuring the effective management of the institution and approving its future strategic development.

# THE ROLE OF THE BOARD OF GOVERNORS

Falmouth University is a Higher Education corporation created by statute and it is an exempt charity. The main duties of the Board of Governors 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, performance, suspension, dismissal, and pay and conditions of service arrangements for the Vice-Chancellor & Chief Executive; and
- approving the framework for the pay and conditions of service of all other staff.

The Vice-Chancellor & Chief Executive is accountable to the Board of Governors for the strategic leadership and executive management of the University. Falmouth is currently undertaking a review and refresh of the strategic plan, vision, mission and values for the University, led by the new Vice-Chancellor & Chief Executive, Professor Emma Hunt. New Board members will have the opportunity to play a part in shaping this refreshed vision for the future of Falmouth University.

Our Board is relatively small, with no more than ten Independent Governors. This means that each Governor is empowered to make a valuable contribution, and to apply their experience and insights to the University's challenges and opportunities. A distinctive feature of Higher Education Boards is their dual responsibility for both corporate and academic governance. This requires Boards to maintain a membership with a broad range of complementary skillsets.

Our Governors promote the University's interests locally, nationally and internationally, and participate in the creative life of the University. Beyond the boardroom, Governors have regular opportunities to experience the University community, for example through formal and informal events, attending student shows, graduation and student celebrations, and presenting awards to students and staff.

## CONSTITUTIONAL DOCUMENTS

The Articles and Instrument of Government are the fundamental legal documents under which the University is constituted and conducted. Underpinned by these documents, the Board of Governors has agreed a Statement of Primary Responsibilities. The University's constitutional documents are available on the University's website: [falmouth.ac.uk/governance](http://falmouth.ac.uk/governance).

Falmouth University's Board of Governors has adopted the **Committee of University Chairs' Code of Governance** for Higher Education, updated in 2020. This code sets out the primary elements of governance in a Higher Education context.



**The Board of Governors' current profile of membership reflects the experience and expertise required for the University to achieve its strategic aims and objectives.**

# COMPOSITION AND STRUCTURE

**The majority of the University's 13 Board members are drawn from outside the University and are referred to as Independent Members. 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 (see 2030 Strategy). The membership is subject to regular review against a matrix of expertise and experience by the Nominations Committee.**

The initial term of office for an Independent Member of the Board of Governors is four years. Members may be eligible for re-appointment for a further four years, to a maximum of eight years.

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

## **AUDIT COMMITTEE**

The Audit Committee meets three times a year. The Committee carries out all the responsibilities placed on it by the Office for Students as set out in the 'Terms and Conditions of Funding'.

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 Members, drawing on nominations received 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 Remuneration Committee operates in accordance with the Committee of University Chairs' Higher Education Senior Staff Remuneration Code.

## **VENTURES COMMITTEE**

The Ventures Committee oversees the development of the University's Ventures activity against the Business Plan and income targets set out in the 2030 Strategy, and supports the acceleration of the exploration of opportunities for Falmouth University intellectual assets which have significant economic and social impact.

The University is currently undertaking a review of academic governance, at both executive and Board level, which may include changes to these Board sub-committees, and Governors play an active role in shaping and supporting effective governance.



**The Board of Governors must at all times ensure coverage of the variety of skills and experience required to successfully govern a higher education institution.**

# PERSON SPECIFICATION

Falmouth's status as a leading specialist creative University, headquartered in Cornwall, brings further opportunities and challenges which the combined skill set of the Board must be able to address.

**We are seeking to appoint up to three outstanding individuals to our Board of Governors as Independent Members. This is an exciting opportunity to make a significant contribution to the future direction of the University. In particular, we are seeking candidates with the one or more of the following skillsets and experience:**

- **Higher Education** especially senior leadership or policy leadership in one or more of:
  - portfolio growth and diversification in a specialist creative arts context
  - academic quality and standards and current HE regulation
  - future skills for the UK and international Creative Industries
  - connectivity between Further Education and Higher Education
  - the Access and Participation agenda
- **Business finance** including one or more of:
  - Senior experience in start-up ventures and helping start-ups to access finance
  - accountancy or banking with experience of corporate finance, business financing and capital markets
  - financial sustainability and resource management
- **Human Resources** including one or more of:
  - Talent development
  - Equality, Diversity and Inclusion
  - Leading change in a complex organisation

**As well as the above experience, the following attributes are particularly valuable for Board members of Falmouth University:**

- Experience of the creative and digital industries
- Experience of the Environmental, Social and Governance (ESG) criteria for businesses and investments
- Strong empathy with the creative outputs of Falmouth University
- Understanding of the socio-economic context and potential of Cornwall and the Isles of Scilly
- Understanding of business dynamics
- Ability to analyse complex issues and contribute at a strategic level
- Understanding of the principles of good governance
- Integrity, tact, objectivity and trustworthiness
- Strong interpersonal, communication and listening skills
- Availability to spend sufficient time in Cornwall, for attendance at formal meetings, and from time to time, University events.
- Integrity, tact, objectivity and trustworthiness

**We welcome and encourage applications from people of all identities and backgrounds, particularly those under-represented and/or marginalised.**



# FURTHER DETAILS AND HOW TO APPLY

The closing date for applications is 11.59pm on Sunday 26 June 2022, interviews will take place in July 2022.

To apply, please upload a curriculum vitae and covering letter to the [Falmouth University job portal](#).

Please contact the Secretary to the Board with any informal queries regarding the role, including to arrange an informal conversation with the Chair of the Board of Governors or Vice-Chancellor & Chief Executive prior to formal application should you wish to further discuss the role.

Dr Robin Kirby, Secretary to the Board

Email: [robin.kirby@falmouth.ac.uk](mailto:robin.kirby@falmouth.ac.uk)

Telephone: 07554 115 090

## DATES FOR THE DIARY:

Board of Governors meeting dates, 2022-23:

30 September 2022  
25 November 2022  
27 January 2023  
24 March 2023  
26 May 2023  
21 July 2023

## TIME COMMITMENT

Our Board meets six times per year. The usual expectation is that a minimum of three of the six meetings per year must be attended face-to-face, the remaining three meetings may be attended via videoconference.

Independent Members may be required to provide additional contribution through membership of one or more of the Board's four sub-committees. Sub-committee meetings and University events are generally scheduled adjacent to Board meetings for the convenience of Members.

From time-to-time, Independent Members with specific expertise may be asked to contribute to University projects or initiatives. This is entirely voluntary and based on Members' availability.

## REMUNERATION

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

**FALMOUTH**  
UNIVERSITY