Chair of Court

University of Dundee
The University of Dundee is seeking an innovative, informed, and energetic leader with wide experience and a professional approach to head its governing body, the Court.

The Court is the governing body of the University and is, as a collective body, responsible for overseeing the institution’s activities, determining its vision and future strategic direction, and fostering an environment in which institutional objectives are achieved and the potential of all learners is maximised. Subject to the Charter and Statutes of the University, the Court takes all final decisions on matters of fundamental concern to the institution. The Senate is responsible for the academic work of the University, subject to the general control and approval of the Court. The Court approves the University's strategic plans, as well as financial, human resources, estates, and other operational strategies which underpin them, and monitors the University's performance in achieving its goals. The governing body is also responsible to the Scottish Funding Council for the proper use of public funds and for establishing and monitoring effective systems of internal control and accountability.
Appointment of Chair of Court

The Chairperson of Court (or ‘Chair’) does not have executive powers, but must ensure that the Court is effectively led in reaching collective decisions and exhibits good governance. The vacancy will arise following the end of the incumbent Chairperson’s current term on 31 July 2019. Under the terms of the Higher Education Governance (Scotland) Act 2016, a vacancy must be filled using an appointment process which involves application, interview and an election between those candidates who fulfil the criteria for appointment. A summary of the process is set out later in this document.

The Chair must ensure that the University is well connected with its stakeholders, especially its students and staff, and will act as an ambassador for the University at meetings, events and other occasions. They will be an active and visible figurehead for the University, representing it on both the Committee of University Chairs and the Committee of Scottish Chairs, and engaging with a wide range of external stakeholders including politicians, civil servants and members of the local and national communities.
Appointmetn of Chair of Court

The Chair must demonstrate a clear commitment to the University's vision, strategic goal and values and will be responsible for the leadership and, ultimately, effectiveness of Court as the University’s governing body. As well as chairing Court itself, the Chair also convenes the Governance & Nominations Committee and is a member of both the Finance & Policy Committee and the Remuneration Committee. The Chair plays no role in day-to-day operational matters nor in the management of the University and its academic activities; these are responsibilities which fall to the Principal & Vice-Chancellor.

Important to the success of the new Chair will also be the relationship they build with the Principal & Vice-Chancellor. The Chair should endeavour to establish a constructive and supportive but challenging working relationship with the Principal & Vice-Chancellor and their senior team, while recognising the proper separation between governance and executive management.
The Chair’s role includes:

Effective and Inclusive Meetings
- Presiding over meetings of Court and other committees as appropriate, promoting the Court’s effective and efficient operation and ensuring it discusses those issues it needs to consider;
- Ensuring that members are working together as a team and have confidence in the procedures laid down for the conduct of Court business;
- Demonstrating integrity and commanding the respect of all members of the Court and valuing their contributions whatever their category of membership and being seen to be approachable, fair, open, honest and transparent;
- Ensuring that the Court observes the nine principles of public life in Scotland, is committed to excellence in corporate governance and that committees which discharge a central role in the proper conduct of the Court’s business report back appropriately;
- Encouraging all members to contribute fully to Court’s debates and decisions;
- Meeting with all members of Court individually on at least one occasion annually to discuss their performance and contribution to Court’s work;

Personal Integrity
- Acting at all times in ways that are consistent with the University’s values and especially its commitment to equality, diversity and inclusion;
- Being seen to be independent in character and judgement;
- Being answerable to Court for any action taken on its behalf;

Governance
- Being satisfied that the committees of Court and their officers effectively fulfil their remits and make appropriate use of their delegated powers;
- Ensuring the performance of the Court and the University are monitored through appropriate performance indicators and other data;
Appointment of Chair of Court

• Overseeing, as Chair of the Governance & Nominations Committee, the recruitment, selection and induction processes for new members of Court in line with sector-wide best practice and with regard to equality, diversity and inclusion;

• Acting in the best interests of the University as a registered charity in line with the expectations of this aspect of the role set out by the Office of the Scottish Charity Regulator;

Interface with Management and the Executive

• Taking an open and constructive approach to challenging the Principal & Vice-Chancellor and other senior managers, while also building a constructive and appropriately supportive relationship as a ‘critical friend’;

• Reviewing the performance of the Principal on an annual basis in accordance with agreed criteria, and monitoring compliance with the Principal's terms and conditions of employment;

Ambassadorial role

• Being open and available to other stakeholder groups, such as the students’ association and campus unions;

• Representing the University on the Committee of University Chairs (CUC), the Committee of Scottish Chairs (CSC) and such other national bodies requiring a lay representative as the Court's Governance & Nominations Committee may determine;

• Representing the University Court to the Scottish Funding Council as required, and being responsible generally to the University’s stakeholders for the leadership and effectiveness of the University Court;

• Acting as an ambassador for the University at internal and external meetings, events and other occasions as appropriate.
Appointment of Chair of Court

Criteria for appointment

A. Personal attributes and key capabilities
The Chair of Court will be expected to demonstrate the following personal attributes and qualities:
• Strongly evidenced personal commitment to equality, diversity and inclusion;
• A strong commitment to, and affinity for, higher education and the vision, strategic goal and values of the University of Dundee;
• The ability to establish good relationships with the diverse and wide-ranging groups, individuals and organisations that constitute the University’s stakeholders;
• The ability to allow the expression of a wide range of views in an appropriate and fair manner with a view to trying where possible to achieve consensus and collective decision-making;
• An ability to learn quickly, adapt to a changing environment and translate skills to new settings;
• Integrity, independence of thought and critical objectivity;
• Awareness of issues of unconscious bias;
• Empathy and emotional intelligence;
• Authority, sound judgment and a calm, measured approach to the duties and responsibilities of the role;
• Tact, diplomacy and sensitivity, including the ability to challenge openly and constructively;
• Ability to network, influence and advocate.

B. Knowledge and Experience
The Chair of Court will be expected to possess the following knowledge and experience required to enable them to succeed in the role:
• Understanding of the issues that face current staff and students;
• Experience in leading on strategic issues within a complex organisation;
• Relevant professional expertise in areas relevant to the successful operations of a complex organisation, in particular in relation to governance, commerce, human resources, risk management, finance and/or organisational change;
Appointment of Chair of Court

• Demonstrable commitment to, and experience of, equality, diversity and inclusion issues;
• Experience of chairing meetings at an appropriate level;
• Knowledge and/or understanding of governance in complex organisations and how it differs from management;
• Awareness of the nine principles of public life in Scotland, and an understanding of the expectations of non-executive board roles;
• Evidence of a track record of valuing people in previous roles and positions;
• Understanding of strategic planning, financial planning and budgetary processes

Whilst not essential, it will be beneficial to the Chair of Court if they also possessed the following:
• Knowledge of fundraising and development;
• Knowledge of the international environment – particularly in relation to higher education.

C. Availability
The role of Chair of Court requires a significant time commitment in the order of 50 days per annum, much of which will require attendance at meetings at the University of Dundee, at any of its three campuses, one of which is located in Kirkcaldy. The Chair of Court may from time to time, in fulfilment of their wider sector responsibilities, be required to attend meetings across Scotland and in London, as well as elsewhere.
Appointment of Chair of Court

Terms of Appointment

Period of Office
The Chair is appointed for a period of three years in the first instance, which may be renewable for a further period of three years. No person may hold the office of Chair for more than six years. The case for renewal will be considered by the Governance & Nominations Committee, which will make a recommendation to the Court.

Remuneration and Expenses
The successful candidate will be entitled to non-pensionable remuneration at a gross per diem rate equivalent to the Band 1 minimum for chairs set by the Scottish Government in its technical guide for the remuneration of chairs of Non-Departmental Public Bodies. For 2018-19 this equates to a gross daily rate of £321. In addition, the cost of all expenses reasonably incurred in the course of Court duties may be reclaimed, this includes the cost of caring responsibilities.

Eligibility
To be appointed as the Chair of Court, an individual must not be a current member of staff or a student of the University. Additionally, the person must not have been a member of staff or a student of the University at any time over the four years to 31 July 2019. Current members of the Court, who are not members of staff or students, are eligible to be appointed, and any former member of the Court who is not a member of staff or a student is also eligible to apply, providing at least four years will have elapsed by the time of appointment since that member left the Court.
Appointment of Chair of Court

Appointment Process
The appointment process, which conforms to the requirements of the Higher Education Governance (Scotland) Act 2016, comprises three distinct stages: application; interview; and election.

1. Application
Interested parties were invited to submit a curriculum vitae and completed application template. They were also asked to complete an equalities monitoring form.

The appointing committee reviewed all applications and determined which of them appeared to meet the criteria for appointment as set out above. Those applicants so shortlisted will be invited for interview.

2. Interview
Those applicants invited for interview met with the panel for a traditional interview which explored each candidate’s qualities, attributes and experience to determine whether they could demonstrate that they fulfil the criteria for appointment. In addition, shortlisted applicants were invited to meet groups of students and staff as well as the Principal & Vice-Chancellor, all of whose views contributed to those of the appointing committee.
Appointment of Chair of Court

Following interview, the appointing committee reached a decision on whether the interviewed applicants met the criteria for appointment. Those that in its judgement met the criteria were declared candidates in the election.

3. Election
The final stage of the process involves an online election between those individuals declared as candidates following interview. The electorate comprises students, staff and Court members of the University, and voting in the election will take place over a four-day period. Candidates will have the opportunity to set out an election message which will be distributed electronically by the University to all electors as part of the voting process, and candidates will also attend open meetings on 11 March 2019 with staff and students to take questions and set out how they will approach the role. Further details are contained within the Regulations for the Election of the Chair of Court which are also available from the website election website.

In the first-past-the-post election, the candidate who simply receives the most votes will be declared the winner, and will be appointed Chairperson of Court under the terms set out above.
Thank you