



UNIVERSITY OF
BATH

Chair of Council

Strategic Leadership for a
World-Class Future



Candidate Pack - Early 2025

Welcome

The University of Bath is a globally recognised institution celebrated for its excellence in education and research. Recent accolades, including the TEF Triple Gold Award, Times University of the Year 2023, and notable improvements in our REF results, reaffirm our commitment to academic and research distinction. As we build on this momentum, the University is poised for further growth, with the potential to enhance our international reputation and forge impactful partnerships.

We are now looking to recruit for the important strategic role of Chair of Council at the University. This role provides a unique opportunity to make a significant contribution to the University's development.

Message from the Vice-Chancellor

Having recently joined the University, I am leading the institution into the next stages of its strategic plan, building on our recent achievements. The new Chair of Council will play an important role working with me in leading the formulation, implementation and oversight of this strategy.

The Chair will be crucial in helping the University achieve its objective of becoming a truly global institution recognised across the world. The Chair will have commercial experience and acumen and be able to apply these to the University's mission. They will also be able to assist in leveraging the University's profile both in the UK and internationally.

The University Council is responsible for setting the strategic vision and objectives of the University. It also provides financial oversight and is involved in policy development, including those related to governance, risk and compliance. Effective governance will be vital in providing assurance as we embark upon fulfilling our ambitions.

We have a very talented and enthusiastic Council, and the Chair of Council will be someone who can ensure that Council members' voices are heard. They will harness and maximise members' contributions to the University, creating a strong, challenging but supportive partnership between the Council and the Executive.

I am incredibly proud to be part of the University of Bath community, and I believe that the new Chair of Council will feel the same.

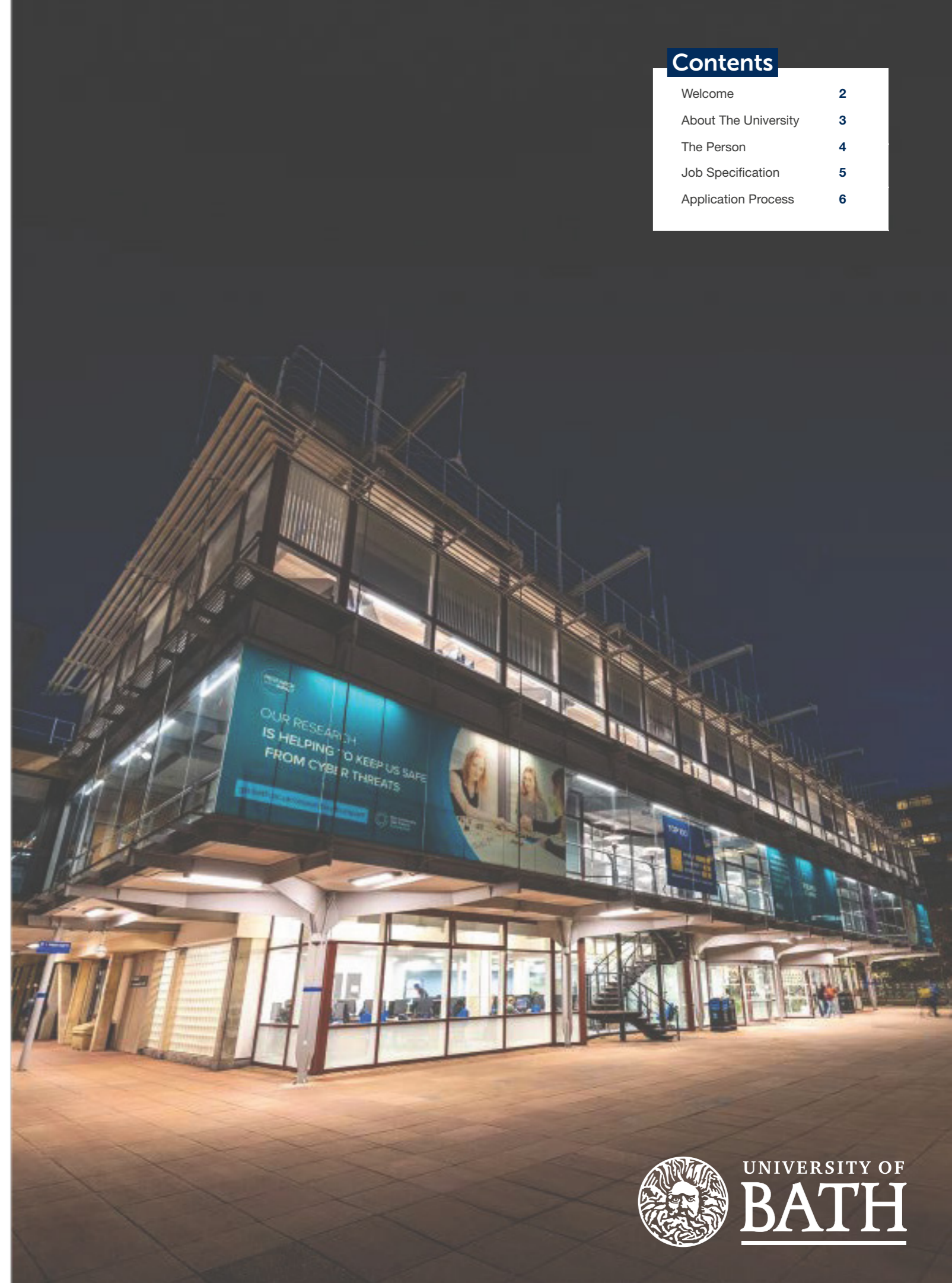
Thank you for your interest in this role. We look forward to receiving your application and learning how you could work with us to ensure that the University continues to go from strength to strength.



Professor Phil Taylor
Vice-Chancellor

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About the University of Bath

Established by Royal Charter in 1966 as Bath University of Technology, our distinctive disciplinary mix across science, engineering, social sciences and management endures today. We continue to value our applied research with real- world impact. Our students benefit from a well-rounded education with high quality research- informed teaching combined with a strong placement offer, with around two thirds of our undergraduates opting for a placement or study abroad year, leading to strong graduate employability.

Our values underpin our whole approach.

- Delivering quality and excellence, whilst being quick to listen and learn
- Nurturing high aspirations, for the benefit of all
- Aspiring to the highest standards of scientific, ethical and professional integrity, whilst supporting the freedom to challenge received wisdom
- Supporting a sustainable community and adopting best environmental practice
- Fostering inclusion, equality, diversity and accessibility where the unique value of each individual is recognised as we build a community of trust and care by treating each other with respect.

Our current strategy “Our University, Our Future : Connected” has four pillars: fostering an outstanding and inclusive community; driving excellence in education; driving high impact research; and enhancing strategic partnerships. It seeks to enable both staff and students to deliver of their best and enhance our global position within world leading institutions.

Our relentless focus on quality is bearing fruit- the Research Excellence Framework (REF) 2021 published in 2022 showed that 92% of research submitted achieved the two highest classifications of “world leading” or” internationally excellent” . For teaching and learning we were awarded a Triple Gold in the Teaching Excellence Framework (TEF) 2023. We consistently rank in the Top 10 of the various UK University guides and we are now ranked within the top 150 in the QS World University Ranking 2025. For more information on our strategy please visit - <https://www.bath.ac.uk/topics/the-university-of-bath-strategy-2021-to-2026/>

University Governance

Council is the governing body of the University, responsible for setting the University's overall strategic direction and providing oversight of delivery against the strategic plan. Senate is the most senior academic body of the University and is responsible for regulating and directing the academic work. It provides assurance to Council that this work is carried out effectively. The executive leadership of the University is provided through the University Executive Board, chaired by, and advisory to, the Vice-Chancellor.

Formal Council meetings take place four times a year, and additionally there are two away days. Currently, Council meetings are held in the morning on campus, preceded by an informal briefing session and supper the night before. Individual Council members also sit on one or more University committees, which typically also meet quarterly. The main committees are: Finance, Audit & Risk, Nominations, Senior Remuneration, Senior Academic Appointments, and Equality, Diversity & Ethics.

Whereas Council meetings and away days are held in person (with hybrid participation only when unavoidable), a number of smaller committees with shorter agendas may be held virtually.

About Council - <https://www.bath.ac.uk/offices/council/>



Ranked 8th
in the Complete University
Guide 2025



Ranked 7th
in the UK in the Guardian
University Guide 2025



**Awarded
Triple Gold**
in the Teaching Excellence
Framework (TEF) 2023



Ranked 8th
in the UK in The Times and
The Sunday Times Good
University Guide 2025



Top 5
for graduate or career
prospects in three major
national league tables

**Ranked in the
Top 150**

universities in the world in
the QS World University
Rankings 2025

The Person

The Chair of Council will be an experienced strategic leader who will have the necessary qualities, skills, and experience to be part of the University's leadership and Guide it into the next stage of its development. The University believes in equal opportunities and diversity, and we would welcome applications from candidates with diverse backgrounds.

Experience/background

Candidates will ideally:

- Bring extensive experience of strategic leadership and governance within a large, complex organisation similar in scale to the University of Bath;
- Bring relevant professional expertise in matters relevant to the successful operations of such an organisation, in particular financial and commercial acumen, human resources, risk management, and strategic and financial planning;
- Have experience across public and private sectors, with demonstrated success across sectoral boundaries;
- Have experience of driving through cultural and organisational change;
- Be experienced in governance and be familiar with a highly regulated business;
- Have some previous non-executive experience, possibly as chair;
- Bring a global perspective, perhaps having had some experience of running an international business.

Any experience of estates and capital programmes would be useful.

Skills

Candidates must:

- Bring tact, diplomacy and sensitivity. They must be able to challenge constructively and address and resolve conflicting views in an appropriate, fair manner;
- Understand how – and know how to help – individuals and groups make collective decisions;
- Be able to network, influence, and advocate, and to establish good relationships with diverse and wide-ranging groups, individuals, and organisations that constitute the University's stakeholders;
- Command the confidence of all constituents on Council;
- Be able to chair meetings effectively;
- Have some previous non-executive experience, possibly as chair;
- Be able to assimilate complex information quickly and communicate clearly.

Personal qualities

Candidates must:

- Have the time and energy to dedicate to the role;
- Demonstrate the authority, sound judgment, and a calm, measured approach to the duties and responsibilities of office;
- Demonstrate a commitment to equality and diversity;
- Be committed to engaging with students and staff;
- Be pragmatic and understand risk and the peculiarities of the sector;
- Be positive;
- Bring a deeply held personal commitment to the essential importance of the core aims and aspirations of higher education;
- Understand academia and demonstrate a public service ethos;
- Demonstrate a strong sense of personal integrity and empathy;
- Be firm yet empathetic.

Job Specification

The Chair is responsible for leadership of the Council as the governing body of the institution and ultimately to its stakeholders for its effectiveness. The Chair will ensure that the Council observes the principles of public life and operates effectively. This includes ensuring that new members receive a full induction on joining the Council and that opportunities for further development for all members of Council are provided regularly in accordance with their individual needs.

The Chair plays a key role in the business of the institution but does not become involved in day-to-day executive management, which is the responsibility of the Vice-Chancellor. The Chair maintains a constructive working relationship with the Vice-Chancellor and the Secretary to Council. These relationships are mutually supportive, but incorporate the checks and balances imposed by the different roles each has within the institution's constitution.

Term of Office: The term of office of the Chair is three years. Council may agree to reappoint the Chair for a further period of office. The Chair of Council may not hold the office for more than two periods of three years.

Time Commitment: This is estimated to average 4 to 5 full-time equivalent days per month. However, the University needs to be able to contact the Chair at all times. The role includes both daytime and evening engagements.

Remuneration: Travel and Subsistence Expenses

Method of Appointment: By Council on the recommendation of Nominations Committee

Chairing University Council and Ensuring its Effectiveness

- To chair meetings of the Council. Promoting the efficient operation of meetings of the Council and ensuring that members of Council work together effectively and have confidence in the procedures laid down for the conduct of business.
- To ensure, through maintaining good working relations with Chairs and Secretaries to the Council's committees, that committee business is carried on properly and effectively with regular reports from the Committees coming to Council.
- To ensure that Council, working with the Vice-Chancellor and the University Executive, sets a successful, sustainable, and clear strategic direction for the University and assesses its performance against the objectives that the Council has approved.
- To establish constructive working relationships with fellow Council members and the University Executive, recognising that day-to-day management is the responsibility of the Executive.
- To Chair the Nominations Committee and through this promote the long-term sustainability of the Council through succession planning and the recruitment and development of Council members paying particular attention to the diversity of the membership of Council.
- Carry out annual appraisals of all members of Council.
- To be a member of the Remuneration Committee and to lead on behalf of the Council in setting appropriate performance and developmental objectives for the Vice-Chancellor and reviewing their performance on a regular basis and reporting their appraisal to the Remuneration Committee.
- To act in accordance with delegated authority granted by the Council.
- To undertake duties specified by the University Statutes and Ordinances and the Standing Orders of Council.

Conduct

- To act in accordance with the accepted standards of behaviour in public life and observe the highest standards of corporate governance and ensuring that all members of Council do the same.
- To ensure that Council acts in accordance with the University's instruments of governance (i.e. Charter, Statutes, and Ordinances) and in accordance with the University's internal rules and regulation, seeking advice from the Secretary to Council in any case of uncertainty.
- To uphold the mission and values of the University and to provide challenge where there is a shortfall in meeting those expectations.
- To ensure that Council exercises its powers and responsibilities in the interests of the University as a whole, rather than as a representative of any constituency and to accept collective responsibility for decisions made by Council.
- To act fairly and impartially at all times, using independent judgement and maintaining confidentiality as appropriate.
- To operate with high levels of personal integrity.
- To attend training and induction as required to carry out the role of Chair and Member of Council.

Stakeholder Engagement

- To attend meetings of Court and other formal and informal meetings in the University.
- To attend, where available, the Awards Ceremonies of the University and other events of the University.
- To act as an ambassador for the University, promoting its activities in the wider community and enhancing its position and profile regionally, nationally, and internationally.
- To represent the University as the Chair of the Governing Body at external meetings such as those with the Office for Students or the Committee of University Chairs.

Application Process and How to Apply

The University has engaged Minerva to assist with the recruitment of Chair of Council, University of Bath. For more information about the role, including how to apply, please visit Minerva:

<https://www.minervasearch.com/current-opportunities/bath/>

Application is by submission of a full curriculum vitae and a covering letter of application, addressing the job description and person specification and including suitable daytime and evening telephone contact details.

The closing date for all applications, which should be in the form of a CV and cover letter, and addressed to bath@minervasearch.com, is by Monday 3rd March 2025.

We consider ourselves to be a university where difference is celebrated, respected and encouraged. We have an excellent international reputation with staff from over 60 different nations and have made a positive commitment towards gender equality and intersectionality receiving a [Silver Athena SWAN award](#). We truly believe that diversity of experience, perspectives, and backgrounds will lead to a better environment for our employees and students, so we encourage applications from all genders, backgrounds, and communities, particularly from under-represented groups, and value the positive impact that will have on the university. We are very proud to be an [autism friendly](#) university and are an accredited Disability Confident Leader; committed to building [disability confidence](#) and supporting disabled staff.

PRIVACY POLICY

Data you send us, which is likely to be included in the content of a CV, cover letter, email or additional attachment, will be stored confidentially and securely by us. We will only use this data in connection with the management of executive search processes, and will only disclose it to third parties when you have expressed an interest in a particular role, for the following purposes: (a) assessing and evaluating your suitability for a particular appointment; and (b) verifying your identity and the accuracy of the information provided. From time to time we may also contact you about other appointments on which we are working, and may invite you to events or share with you information which we feel may be of interest to you in your career progression. We do not send round-robin emails, or untargeted marketing.



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Thank you for your interest in this position.

We look forward to receiving your application.